SEMESTSER-V
B.Com (Hons.)

Discipline Specific Core Course- 5.1(DSC-5.1): Income Tax Law and Practice

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC -5.1: Income Tax Law and Practice	4	3	0	1	Pass in Class XII with Mathematics/Accountancy	NIL

Learning Objectives

The course aims to impart knowledge of law pertaining to levy of income tax in India.

Learning outcomes

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

1. Analyse the basic concepts of income tax and determine the residential status of different persons.
2. Compute income under the heads 'salaries' and 'income from house property'.
3. Compute income under the heads 'profits and gains of business or profession' and 'capital gains'.
4. Compute income under the head 'income from other sources' and understand the provisions relating to clubbing of income and set-off losses.
5. Analyse various deductions and computation of total income and tax liability of individuals.

SYLLABUS OF DSC-5.1

Unit 1: Introduction (9 hours)

Basic concepts: Income; Agricultural income, Person, Assessee, Assessment year, Previous year, Gross Total Income, Total income, Maximum marginal rate of tax and Permanent

Account Number (PAN); Residential status: Scope of total income on the basis of residential status; Exempted incomes under section 10; Learning lessons from Kautilya's Taxation Policy.

Unit 2: Computation of Income from Salaries and House Property (11 hours)

Income from Salaries; Income from House Property.

Unit 3: Computation of Income from Business or Profession and Capital Gains (11 hours)

Profits and gains of business or profession; Capital gains.

Unit 4: Income from Other Sources, Clubbing of Income and Set-off (7 hours)

Income from other sources; Income of other persons included in assessee's total income; Aggregation of income and set-off and carry forward of losses.

Unit 5: Deductions and Computation of Total Income and Tax Liability (7 hours)

Deductions from gross total income; Rebates and reliefs; Computation of total income and tax liability of individuals (On-line filing of Returns of Income & TDS).

Practical Exercises:

The learners are required to:

1. Prepare a case study for a person resident but not ordinarily resident in India having income under the head other sources of income.

2. Prepare a presentation indicating the impact of alternative tax regime structure on the tax liability of an assessee.

3. Present a hypothetical case wherein the impact of change in the capital gains taxes are reflected as per the relevant Financial Act.

4. Learn about various tax services available on the official website of Government of India.

5. Prepare a list of tax deductions available in case of a senior citizen.

6. Explore and attempt on-line filing of Returns of Income & TDS on Income tax e-filing website under ITR-1 and ITR-2.

Suggested Readings:

- Ahuja, G., & Gupta, R. (2022). *Simplified Approach to Income Tax.* Delhi, India: Flair Publications Pvt. Ltd.

- Bandypoadhyay, S. B., & Das, C. (2019). *TAXATION II* (1st ed., Vol. II). Delhi, India: Oxford University Press.

- Mittal, N. (2019). *Concept Building Approach to Income Tax Law and Practice* (1st ed.,

Vol. 1). Delhi, India: Cengage Learning India Pvt.

- Singhania, V. K., & Singhania, M. (2021). *Students' Guide to Income Tax | University Edition.* Delhi, India: Taxmann Publications Private Limited.

Additional Readings:

- Current Tax Reporter. Jodhpur, India: Current Tax Reporter.
- Income Tax Reports. Chennai, India: Company Law Institute of India Pvt. Ltd.

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

Discipline Specific Core Course- 5.2 (DSC-5.2): Business Economics

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-5.2: Business Economics	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Learning Objectives

The course aims to acquaint the learners with Micro economics and its applications.

Learning outcomes

After the completion of the course, the learners will be able to:
1. Examine the nature and scope of business economics.
2. Analyse how consumers try to maximize their satisfaction by spending on different goods.
3. Evaluate the relationship between inputs used in production and the resulting outputs and costs.
4. Analyse and interpret various facets of and pricing under different market situations.
5. Discuss the contemporary issues and applications in micro economics.

SYLLABUS OF DSC-5.2

Unit 1: Introduction to Business Economics (5 hours)

Nature and scope of Business Economics, Demand and Supply: Meaning, law, Individual Vs Market, Movement Vs Shift, Market equilibrium. Elasticity of Demand: Price, income and cross elasticity. Measurement of elasticity of demand: outlay and percentage method. Elasticity of supply: concept and measurement (Percentage method).

Unit 2: **Consumer Behaviour (11 hours)**
Cardinal Vs Ordinal Utility, Indifference curves: features, budget line, consumers equilibrium, ICC and Engels curve, PCC and derivation of demand curve, Income and substitution effects of price change (normal, inferior and giffen goods), Applications: effect of interest rates on household savings, lump sum subsidy Vs excise subsidy.

Unit 3: Production and Cost (11 hours)

Production function: TP, AP and MP, Law of Variable proportions. Isoquants: properties, optimal combination of resources, expansion path and returns to scale.

Cost: Different cost concepts, Derivation of short run and long run cost curves (LAC and LMC), Economies and Diseconomies of scale.

Unit 4: Market Structures (11 hours)

Perfect competition: features, equilibrium under short run and long run, derivation of supply curve under short run and long run.

Monopoly: features, equilibrium under short run and long run, absence of supply curve, Price discrimination: degrees, conditions and dumping.
Monopolistic competition: features, product differentiation and excess capacity and equilibrium.
Oligopoly: Collusive and non- collusive: Cournot's model, Kinked demand curve, Cartels (OPEC and CIPEC)

Unit 5: **Contemporary Issues and applications (7 hours)**

Rent control, Minimum wages, Individual supply curve of labour, Peak load Pricing, Prisoners' dilemma and Game Theory.

Exercises:
The learners are required to:
1. Apply the concept of elasticity of demand and supply in real life.
2. Analyse the impact of changing prices on consumption of necessities by a household.
3. Visit any manufacturing unit and study its production process and costing.
4. Analyse the OPEC as a case of a successful cartel.
5. Comment on the contemporary issues and applications in micro economics.

Suggested Readings:

- Baye, M., & Prince, J.(2021). *Managerial Economics and Business Strategy* (3^{rd} ed.). New York, United States: McGraw Hill.
- Case, K. E., & Fair, R. C. (2017). *Principles of Economics* (12^{th} ed.). London, United Kingdom: Pearson Education.
- Chaturvedi, D. D., & Chaturvedi, S. (2022). *Business Economics.* Delhi, India: Kitab Mahal.
- Deepashree (2021). *Business Economics.* Delhi, India: MKM Publisher.
- Gillespie, A. (2013). *Business Economics* (2^{nd} ed.). Oxford, United Kingdom: Oxford University Press.
- Gupta, G. S. (2011). *Managerial Economics* (2^{nd} ed.). Delhi, India: McGraw Hill.
- Maddala, G. S., & Miller, E. (2017). *Microeconomics Theory and Applications.* Delhi, India: Tata McGraw Hill.
- Mankiw, N. G., Aswin A., & Taylor, M. P. (2019). *Business Economics.* United Kingdom: Cengage Learning.
- Miller, R. L. (1982). *Intermediate Microeconomics: Theory, Issues, Applications* (2^{nd} ed.). New York, United States: McGraw-Hill.
- Pindyck, R., & Rubinfeld, D. (2017). *Microeconomics* (8^{th} ed.). London, United Kingdom: Pearson Education.
- Salvator, D., & Rastogi S. K. (2016). *Managerial Economics: Principles and Worldwide Applications* (8^{th} Ed.). Delhi, India: Oxford University Press.
- Samuelson, P. A., Nordhaus, W. D., Chaudhari S., & Sen, A. (2019). *Economics (SIE)* (20^{th} ed.). New York, United States: McGraw-Hill.

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

Discipline Specific Core Course- 5.3 (DSC-5.3): Management Accounting

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC 5.3 – Management Accounting	4	3	0	1	Pass in Class XII with Mathematics/ Accountancy	Studied Cost Accounting (DSC- 4.2)

Learning Objective: 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.

Learning Outcomes:

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

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

Syllabus of DSC-5.3

Unit 1: Introduction to Management Accounting (4 hours)
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 (18 hours)

(a) **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)

(b) **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 (9 hours)
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 (9 hours)
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

Unit 5: Performance Measurement (5 hours)
Responsibility Accounting: Concept, Significance, Different Responsibility Centres; Divisional Performance Measurement: Financial and Non-Financial measures;

Note: Spreadsheet may be used for doing basic calculations in Management Accounting and giving students subject related assignments for their internal assessment purposes.

Practical Exercises:

The learners are required to:

1. Discuss differences between various forms of accounting.
2. Prepare different types of budgets.
3. Apply the concept of zero base budgeting on a select firm by collecting relevant data.
4. Visit any manufacturing unit and study the relevance of marginal costing.
5. Compute variances and perform analysis.
6. Perform cost-volume-profit analysis.
7. Compute the foreign export sales price for a domestic firm engaged in manufacturing goods/services.
8. Evaluate various decision making techniques using case studies.
9. Identify the responsibility centres of a pharmaceutical industry.
10. Discuss case studies on divisional performance measurement.

Suggested Readings:

- Arora, M. N. (2019). *Management Accounting.* Delhi, India: Himalaya 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.* Delhi, India: S. Chand.

Additional Readings:

- 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.* Nashville, United States: South Western Publishing Co.

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

Discipline Specific Elective Course- 5.1 (DSE-5.1): Organisational Democracy and Industrial Relations

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5.1: Organisational Democracy and Industrial Relations	4	3	1	0	Pass in Class XII	NIL

Learning Objectives

The course enables the learners to understand and apply the important concepts of Organisational democracy and industrial relations including trade unions, workers participation in management, collective bargaining, industrial disputes, grievance handling and various labour enactments through the pedagogy of case discussions and the practices of Indian Organisations in this context.

Learning outcomes

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

1. Recognise organisational democracy and industrial relations in a changing environment.
2. Evaluate the effectiveness of trade unions and to analyse the legal framework of trade unions.
3. Identify the role of workers' participation in management and collective bargaining.
4. Analyse industrial disputes and implementation of its legal provisions and to evaluate the effectiveness of grievance redressal mechanism;
5. Discuss various legal enactments related to Industrial relations.

SYLLABUS OF DSE-5.1

Unit 1: Organisational Democracy and Industrial Relations: Introduction (9 hours)

Organisational Democracy: Concept, definition, nature of organisational democracy. elements, significance of organisational democracy. Industrial Relations: Concept, Nature, Objectives, Importance, Factors influencing Industrial Relations in changing Environment, Approaches to Industrial Relations.

Unit 2: Trade Union: Theoretical and Legal Framework (7 hours)

Theories of Trade Union Movement, Definition, Objectives, Registration of trade unions and Recognitions, Rights, Duties and Liabilities of registered trade union, problems of trade unions, dissolution of trade union, Factors influencing the growth of trade unions.

Unit 3: Workers' Participation and Collective Bargaining (9 hours)

Worker's participation: concept, principles, levels, objectives and importance; Strategies to make participative management more successful; Collective Bargaining: concepts, nature, Negotiations Techniques and Skills.

Unit 4: Industrial Disputes and Grievance Redressal (9 hours)

Industrial Disputes: concept, essentials of industrial dispute, classification, impact and causes. Grievance Handlings in industries: concept, meaning and nature of employees' grievance, Grievance redressal machinery in India- Preventive Machinery, Settlement Machinery: conciliation, arbitration and adjudication.

Unit 5: Other Labour Enactments (11 hours)
The Industrial Disputes Act, 1947: Important Definitions; various Authorities, Procedure, Powers and Duties of Authorities; The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, The Code on Wages, 2019, Minimum Wages Act 1948, Payment of Wages Act 1948 (Cover salient features only).

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

Exercises:
The learners are required to:
1. Discuss case studies on organisational democracy and industrial relations.
2. Evaluate the legal framework of trade unions in India.
3. Perform role play on collective bargaining situations.
4. Assess and prepare a report on the grievance redressal mechanism in India.
5. Analyse provisions under various labour enactments.

Suggested Readings:

- Sahoo, D. P. (2019). *Employee Relations Management - Texts and Cases.* Delhi, India: SAGE Publishing India.

- Mamoria, C. B., Mamoria, S., & Gankar. (2010). *Dynamics of Industrial Relations.* Delhi, India: Himalaya Publishing House.
- Monappa, A. (2012). *Industrial Relations and Labor laws.* Delhi, India: Tata McGraw Hill Edition.
- Monappa, A., Nambudiri, R., & Selvaraj P. (2012). *Industrial Relations and Labour Laws.* Delhi, India: Tata McGraw Hill Education.
- Padhi, P. K. (2019). *Industrial Relations and Labour Law.* Delhi, India: PHI Learning.
- Sharma, J. P. (2018). *Simplified Approach to Labour Laws.* Delhi, India: Bharat Law House.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). I*ndustrial Relations, Trade Unions and Labour Legislation.* Delhi, India: Pearson Education.
- Srivastava, S. C. (2009). *Industrial Relations and Labour Laws.* Delhi, India: Vikas Publishing House.

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

Discipline Specific Elective Course- 5.2 (DSE-5.2): International Finance

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5.2: International Finance	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	Studied Investment Management (DSE-4.2)

Learning Objectives

The course aims to familiarize the students with the principles and practice of international finance.

Learning outcomes

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

1. Describe the International Monetary System and the nature and scope of international finance.
2. Discuss various aspects of Foreign Exchange Markets.

3. Analyse the factors affecting the exchange rates.
4. Describe International Financial Markets and Instruments.
5. Evaluate various kinds of risks due to fluctuation in the exchange rate and management of these risks.

SYLLABUS OF DSE-5.2

Unit 1: International Financial Environment (9 hours)
Evolution of the International Monetary System, Bimetallism, Gold Standard, Bretton Woods System, Flexible Exchange Rate Regime and Current Exchange Rate Arrangements. Globalization and Multinational Enterprise. Issues in international finance.

Unit 2: Foreign Exchange Markets (9 hours)
Spot Markets, Spot Rate Quotations, Trading in Spot Markets, Cross Exchange Rates. Forward Markets: Concept of Forward Rates, Long and Short Forward Positions, Forward Premium and Discounts. Arbitrage, Hedging and Speculation.

Unit 3: Exchange Rate Determination (9 hours)
Factors affecting Exchange Rate, Relative Inflation Rate, Relative Interest Rate, Relative Income Levels, Government Controls, expectations, etc. Theories of Exchange Rate (Purchasing Power Parity, Interest Rate Parity and Fisher's Effect).

Unit 4: International Financial Markets and Foreign Exchange Risk Management (9 hours)
Foreign Portfolio Investment, International Bond & Equity market, GDR, ADR. International Financial Instruments, Foreign Bonds, Eurobonds and Global Bonds. Floating rate Notes, Zero-coupon Bonds. Types of risk exposure - Transaction exposure, Economic exposure and Translation exposure, Measurement of risk exposure. Management of currency risk using currency forwards and futures, currency options and currency swaps. Interest Rate Risk and its management.

Unit 5: International Capital Budgeting (9 hours)
Cross border investment decision: Types and issues, Greenfield investment vs. cross border M&As. Estimation of cash flows from cross border investment projects. Risks in cross border investment decision-currency risk, political risk, country risk, inflation risk etc. Valuation techniques by incorporating risk and other factors.

Exercises:
The learners are required to:
1. Study RBI and other websites to evaluate the impact of change in exchange rates.
2. Use various software to assess the impact of different factors on exchange rates,
3. Calculate cross exchange rate to find arbitrage opportunities.
4. Select the appropriate international financial instruments as per investment needs.
5. Select the appropriate instrument for managing the risk.

6. Study cross- border mergers and acquisitions.
7. Evaluate cross-border investment opportunities.

Suggested Readings:

- Apte, P. G. (2017). *Multinational Financial Management.* Delhi, India: Tata McGraw-Hill.
- Eun, C. S., & Resnick, B. G. (2017). *International Financial Management.* Delhi, India: Tata McGraw-Hill.
- Madura, J. (2021). *International Financial Management.* Boston, United States: Cengage Learning.
- Levi, M. D. (2009). *International Finance.* New York, United States: Taylor and Francis Ltd.
- Shapiro, A. C. (2019). *Multinational Financial Management.* West Sussex, United Kingdom: John Wiley.
- Sharan, V. (2012). *International Financial Management* (6^{th} ed.). Delhi, India: PHI Learning.

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

Discipline Specific Elective Course- 5.3 (DSE-5.3): Consumer Affairs and Sovereignty

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE 5.3- Consumer Affairs and Sovereignty	4	3	1	0	Pass in Class XII	NIL

Learning Objectives

This course seeks to familiarize the learners with their rights and responsibilities of a consumer and the procedure to redress their complaints. The learner should be able to comprehend the business firms' interface with consumers and the related regulatory and business environment.

Learning outcomes

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

1. Describe the concept of consumer and post-purchase voicing of consumer grievances.

2. Demonstrate how to exercise the consumer rights provided under Consumer Protection Act, 2019.

3. Discuss the filing, hearings, and appeal provisions.

4. Identify the role of industry regulators in consumer protection.

5. Discuss the recent developments in consumer protection in India.

SYLLABUS OF DSE-5.3

Unit 1: Introduction (9 hours)

Concept of Consumer, Consumer Buying Process, Post-Purchase Behaviour, Factors affecting voicing of consumer grievances, Alternatives available to dissatisfied consumers: Private Action and Public Action. Complaint handling process : ISO 10000 suite

Nature of markets: Liberalization and Globalisation of the Indian Consumer Market, Socio Economic Classification of Indian Consumers, online and offline markets; Organized and unorganized market, Grey market Concept of price in retail and wholesale, MRP, Fair price, labelling and packaging: legal aspects.

Unit 2: The Consumer Protection Act, 2019 (11 hours)

Genesis of the Consumer Protection law in India; Basic concepts: Consumer, goods, service, defect in goods, deficiency in service, spurious goods, unfair trade practice, restrictive trade practice, unfair contract, product liability, consumer rights.

Organisational Set up under the CPA, 2019: Advisory bodies: Consumer Protection Councils at the Central, State, and District level: Composition and role. Central Consumer Protection Authority: Composition and Powers; Adjudicatory bodies: District Commission, State Commission, and National Commission: Composition and Jurisdiction (Territorial and Pecuniary). Role of Supreme Court under the CPA with relevant case laws. Consumer Mediation Cell.

Unit 3: Grievance Redress Mechanism under the CPA, 2019 (9 hours)

Who can file a Complaint? Grounds of Filing a Complaint, Limitation Period, and Procedure for Filing and Hearing of Complaint, Reliefs provided Appeal, Enforcement of Order, Offences and Penalties.

Leading cases decided by the National Commission/Supreme Court under the CPA in: Medical service, Banking, Insurance, Housing Construction, Education, defective product, Unfair Trade Practices.

Unit 4: Role of Industry Regulators in Consumer Protection (9 hours)

Banking: Banking Ombudsman Scheme, Insurance: Insurance Ombudsman, Food Products: FSSAI, Advertising: ASCI, Housing Construction: RERA , Telelcom : Role of TRAI, Role of. Central Consumers Protection Authority (CCPA) : under CPA, 2019

Unit 5: Developments in Consumer Protection in India (7 hours)

Consumer Movement in India; Voluntary Consumer Organisations (VCOs); National Consumer Helpline, GAMA, CONFONET, E-daakhil, Quality and Standardisation: AGMARK, ISI mark, Hallmarking, Consumer Grievance Redressal under the BIS Act, 2016. Role Of Energy Rating and Energy standards, Role of ISO and international Standards.

Exercises:

The learners are required to:

1. Talk to people in their community and find out what they do when they are dissatisfied with a product or service.

2. Share personal experiences with respect to unfair trade practices and infringement of any of the consumer rights.

3. Visit the www.ncdrc.nic.in and pick any two case judgments on deficiency in services. Examine who was the complainant, ground of complaint, appeal filed, and where filed and final order passed by the concerned Consumer Commission.

4. Observe the advertisements given by builders and verify whether they are registered under the RERA.

5. Visit the website of ASCI and find out the nature of complaints received and what action was taken by ASCI.

6. Identify products which are using ISI mark. Check whether it is genuine or fake

7. Identify the product categories for which standards are mandatory under the BIS.

8. Discuss case studies on recent developments in consumer protection in India.

Suggested Readings:

- Aggarwal, V. K. (2021). *Law of Consumer Protection,* (4th ed.). Delhi, India: Bharat Law House.

- Khanna, S. R., & Hanspal, S. (2020). *Consumer Affairs & Customer Care* (1st ed.). Delhi, India: Prowess Publishing.

- Kapoor, S. (2021). *Consumer Affairs and Customer Care,* (1st ed.). Delhi, India: Scholar Tech Press.

- Rao, R. (2022). *Consumer is King.* Delhi, India: Universal Law Publishing Company.

- Patil, A. R. (2022). *Landmark Judgments on Consumer Protection and Law: 2008-2020.* Delhi, India: Ministry of Consumer Affairs, Food & Public Distribution, Government of India. E-book: www.consumeraffairs.nic.in.

- The Bureau of Indian Standards, 2016

- The Consumer Protection Act, 2019

- Real Estate (Regulation and Development) Act, 2016

Additional Resources:

- www.consumeraffairs.nic.in
- www.bis.org
- https://fssai.gov.in
- https://irdai.gov.in
- https://rbi.org.in/Scripts/Complaints.aspx
- www.confonet.nic.in
- www.ncdrc.nic.in
- https://ascionline.in

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

Discipline Specific Elective Course- 5.4 (DSE-5.4): Accounting for Mergers & Acquisitions and Valuation

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE 5.4- Accounting for Mergers & Acquisitions and Valuation	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	Studied Analysis of Financial Statements (DSE 4.4)

Learning Objectives

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

Learning outcomes

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

1. Analyse value creation through Mergers and Acquisitions.
2. Describe valuation tools used during Mergers and Acquisitions.
3. Demonstrate accounting for Mergers and Acquisitions from Indian Perspective.
4. Demonstrate the accounting for Mergers and Acquisitions from International Perspective.
5. Analyse the different types of Synergic effects and the concept of Demerger along with Reverse Merger.

SYLLABUS OF DSE-5.4

Unit 1: Introduction to Mergers and Acquisitions (9 hours)
Introduction to mergers and acquisitions (M&A), Types of Mergers, Participants in Merger and Acquisition, Understanding financial statements and key valuation concepts, Leveraging M&A for value creation, M&A- Cure for Corporate Turbulence, Fast Track Mergers, Significance of Intellectual Property Rights in M&A, Cross Border Mergers.

Unit 2: Modelling and Valuation (9 hours)
Income Approach (Capitalization Method and Discounted Cash Flow Method); Market Approach (Comparable Company Method); Assets Approach (Book Value Method and Liquidation Method); Modelling for Internal Rate of Return calculations; Discounted cash flow valuation; Due Diligence in M&A, Negotiation; Synergistic benefits and distribution of Synergy gains.

Unit 3: Accounting for Mergers and Acquisitions (Indian Perspective) (9 hours)
Looking at the dynamics of an actual transaction, Examining the effects of the transaction, Accounting for Amalgamation in the nature of Purchase, Accounting for Amalgamation in the nature of Merger, Treatment of Reserve on Amalgamation, Amalgamation after balance sheet date, Acquisition under Business Transfer Agreement (BTA), Accounting for Business Combination as per Ind AS 103, Identifying a business combination, Acquisition Method, Acquisition Date, Applications of Acquisition methods, Common Control Accounting as per Ind AS 103, Accounting for Acquisition-related Transaction Costs, Acquisition of control through the acquisition of Equity Shares, Acquisition of Group of Assets.

Unit 4: Accounting for Mergers and Acquisitions (International Perspective) (9 hours)
Identification of the Acquirer, Determining the Acquisition Date, Recognising and Measuring Identifiable Assets Acquired & Liabilities, Conditions for Recognition (IFRS 3 Paras 10-14), Measurement Principle- Fair Values (IFRS 3 Para 18) subject to Exceptions (IFRS 3 Paras 22-31A), Recognising and Measuring any Non-Controlling Interest (NCI), Identifying and Measuring Consideration (IFRS 3 Para 37), Recognising and Measuring Goodwill or Gain from a Bargain Purchase transaction, Controversies and Dilemma in Accounting for M&A, Accounting for M&A, Features of Pooling Accounting, Criteria for Pooling of Interests, Incentives to choose Pooling Over Purchase, Accounting for Valuation of Goodwill, IFRS-3 on International Accounting Standards for M&A, Comparison between Indian GAAP and IFRS-3.

Unit 5: Laws and Regulations affecting M&A, Demerger and Reverse Merger (9 hours)
Tax Laws, The Companies Act, 2013, The Competition Act, 2002, SEBI Regulations and any other laws and regulations affecting M&A, Substantial Acquisitions and Buyouts in listed and unlisted space, Ethical Considerations in M&A; Conceptualization of Demerger; Tax Laws, The Companies Act, 2013, SEBI Regulations and any other laws and regulations affecting Demerger; Accounting Aspects of Demerger, Demerger vs. Reconstruction; Reverse Merger.

Exercises:
The learners are required to:
1. Collect information from business newspapers, periodicals, print and digital media for analysing reasons for mergers, acquisitions and demergers.
2. Analyse the annual reports of companies before and after the merger to evaluate the tools applied for valuation.
3. Discuss and analyse the case study on domestic mergers.
4. Discuss and evaluate the impact of cross border mergers.

5. Analyse the impact of laws and regulation and its results on the merger and acquisition, demerger and reverse merger.

Suggested Readings:

- DePamphillis, D. M. (2021). *Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases and Solutions.* United States: Elsevier.
- Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and Managing the Value of Companies.* New Jersey, United States: Mckinsey & Company.
- Pettit, B. S., & Ferris, K. R. (2013). *Valuation for Mergers & Acquisitions.* London, United Kingdom: FT Press.
- Reed, S. F., Lajoux, A., & Nesvold, H. P. (2019). *The Art of M&A: A Merger Acquisition Buyout Guide.* London, United Kingdom: Tata Mcgraw Hill.
- Sherman, A. J. (1998). *Mergers & Acquisitions from A to Z: Strategic and Practical Guidance for Buyers and Sellers.* United States: Goodreads.
- Sudarsanam, S. (2003). *Creating Value from Mergers and Acquisitions: The Challenges.* Delhi, India: Prentice-Hall.
- Zadeh, A. A., & Meeks, G. (2021). *Accounting for M&A: Uses and Abuses of Accounting in Monitoring and Promoting Merger.* New York, United States: Routledge.

Additional Resources:

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

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

Discipline Specific Elective Course- 5.5 (DSE-5.5): Auditing

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE 5.5 – Auditing	4	3	1	0	Pass in Class XII with Mathematics / Accountancy	Studied Analysis of Financial Statements (DSE 4.4)

Learning Objectives

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

Learning outcomes

After completion of the course, learners will be able to:
1. Discuss basic concepts of auditing and acquaint with latest developments in the area of auditing.
2. Describe the need of auditing and the role of auditors.
3. Demonstrate the principles, procedures and techniques of auditing.
4. Interpret the contents of audit reports.
5. Analyse the provisions of companies act, 2013 relating to auditor and auditing.

SYLLABUS OF DSE – 5.5

Unit 1: Introduction (7 hours)
Meaning and objectives of auditing; nature and scope of auditing; basic principles and techniques of auditing; Classification of audit; Audit in computerised environment.

Unit 2: Internal Control and Audit Procedures (9 hours)
Audit planning and documentation; audit evidence; audit sampling, internal check, internal control, and internal audit.

Unit 3: Vouching and Verification (11 hours)
Vouching – Meaning and objectives; Procedure of Vouching; Vouching of Cash and Bank, Purchase and Sales; Verification of Assets and Liabilities; Inventory Valuation.

Unit 4: Company Auditors (11 hours)
Qualifications and disqualifications; appointment and rotation, removal, remuneration, rights, duties and liabilities of Auditors.

Unit 5: Audit Report and Special Audit (7 hours)
Contents and types of audit report, Qualified and Unqualified report; National Financial Reporting Authority. Special Audit: Banking and Insurance company; Forensic Audit.

Exercises:
The learners are required to:

1. Critically analyse auditing-based case studies with the help of focussed group discussions.
2. Examine the audit reports published by Indian companies.
3. Identify and verify any five-documentary evidence in connection with sales, purchases of goods/machineries, payment of expenses and liabilities.
4. Prepare internal control questionnaire and internal control checklist for audit of an organisation/business firm.
5. Examine the p & l account and balance sheet of listed companies and identify gaps for forensic audit.

Suggested Readings:

- Ainapure, V., & Ainapure, M. (2019). *Auditing & Assurance.* Delhi, India: PHI Learning.
- Garg, P. (2022). *Auditing & Assurance.* Delhi, India: Taxmann Publication.
- Kumar, R. & Sharma, V. (2019). *Auditing Principles and Practice.* Delhi, India: PHI Learning.
- Roy (2019). *Auditing & Assurance.* Delhi, India: Oxford University Press.
- Singh A. K., & Gupta, L. (2021). *Auditing Theory and Practice.* Noida, India: Galgotia Publishing.

Additional Readings:

- Kamal, G. (2008). *Contemporary Auditing.* Delhi, India: Tata Mcgraw Hill Publishing Company.
- Tandon, B. N., Sudharsnam, S., & Sundharabahu, S. A. (2015). *Hand book on Practical Auditing.* Delhi, India: S. Chand Publishing.

Note:
(i) Suggested readings will be updated by the Department of Commerce and uploaded on the Department's website.
(ii) Standard on Auditing and Statements on Auditing Practice issued by the ICAI shall be referred wherever necessary.

Discipline Specific Elective Course- 5.6 (DSE-5.6): Export Import Management

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE -5.6 – Export- Import Management	4	3	1	0	Pass in Class XII	NIL

Learning Objectives

The course aims to develop an understanding and build knowledge on the key aspects of export-import management in India and enable students to become export professionals and entrepreneurs in the fast-changing global environment.

Learning outcomes

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

1. Analyse the basics of export-import management in India.
2. Recognise the export-import procedure.
3. Evaluate various export incentives and schemes designed for business firms and exporters.
4. Discuss the legal framework of custom law.
5. Discuss Government schemes to promote export competitiveness.

SYLLABUS OF DSE-5.6

Unit 1: **Basics of Export-Import Management (11 hours)**
An overview of Foreign Trade Policy; An overview of export-import management system in India; Deemed exports; Importance of exports to economic growth; Understanding Export--Import Operations; Steps of export shipment from India; Processing of an Export Order; Legal Formalities for Getting Started in Foreign Trade; International Commercial (INCO) Terms 2020; Rules of Origin & Certificates of Origin;

Unit 2: **Export-Import Procedure and Documentation (9 hours)**
EXIM procedure; Export Documents related to goods, shipment and payment; Import documents used in import transaction; Export and Import through Post & Courier. Export finance: pre-shipment and post-shipment;

Unit 3: **An Overview of Export Promotion Schemes and Organisational Support (9 hours)**
NiryatBandhu Scheme, MEIS, SEIS, Information on Registered Exporter (REX) System, SCOMET guidelines; Export Incentives: Scheme For Remission of Duties or Taxes on Export Products (RoDTEP), Scheme For Rebate of State and Central Taxes and Levies (RoSCTL); Export Promotion Capital Goods (EPCG); Organisational support: government regulatory agencies involved in export and import i.e. Department of Commerce and Industry, Directorate General of Foreign Trade (DGFT), Directorate General of Trade Remedies (DGTR), Export Promotion Councils, Commodity Boards and Export Inspection Council (EIC).

Unit 4: **Legal framework of Custom Law (9 hours)**
Indian Customs Electronic Gateway (ICEGATE); Indian Customs EDI System (ICES); Procedure for clearance of imported and export goods.

Unit 5: **Make in India and Export Competitiveness (7 hours)**
NITI's Aayog Export Preparedness Index, 2020 – Policy, Business Ecosystem, Export Ecosystem, Export Performance, Learning and strategies; Emerging export entrepreneurs in India; Micro Exporters Policy (MEP).

Exercises:
The learners are required to:

1. Prepare flow-chart of export-import management system in India by accessing the steps prescribed by DGFT.
2. Access the DGFT website and if possible, interact with officials of DGFT for an in-depth and practical understanding of export import management and export finance.
3. Make field visits to various Export Promotion Councils (EPC) for goods and services established by the Department of Commerce and Industry, GOI.
4. Analyse various export promotion schemes in India.
5. Access the ICEGATE and ICES portal on FAQ to understand the legal framework of custom law.
6. Prepare case studies on emerging exporters in India and discuss the contribution of the Make in India initiative in export promotion through survey reports and government decisions.

Suggested Readings:

- Custom Manual (2018). *Central Board of Indirect Taxes & Customs.* India.
- Gupta, P. (2020). *Export-Import Management.* Delhi, India: Tata McGraw Hill.
- Joshi, R. M. (2018). *International Marketing.* OXFORD University Press.
- Lall, M., & Ahmed, S. (2021). *Export-Import Procedure and Documentation.* Delhi, India: Sultan Chand & Sons.
- NITI Aayog, (2020). *Export Preparedness Index.*
- Paul, J., & Aserkar, R. (2008). *Export-Import Management.* (1st ed.). Delhi, India: OXFORD University Press.
- Rai, U. K. (2010). *Export-Import and Logistics Management.* (2nd ed.). Delhi, India: PHI Learning.

- Singh, R. (2020). *Export and Import Management: Text and Cases*. Delhi, India: SAGE Publishing.

Additional Resources:

- https://www.dgft.gov.in/CP/?opt=export-management-system
- https://www.dgft.gov.in/CP/?opt=import-management-system
- https://www.icegate.gov.in/about_icegate.html
- https://cip.icegate.gov.in/CIP/#/import_and_export_through_post
- https://cip.icegate.gov.in/CIP/#/import_and_export_through_courier
- https://www.youtube.com/watch?v=3lxRK76JwH4
- https://www.youtube.com/watch?v=eq2WRACDMfw
- https://www.youtube.com/watch?v=dUpVkNGA_q0

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

Discipline Specific Elective Course- 5.7 (DSE-5.7): Public Administration and Business

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE -5.7 – Public Administration and Business	4	3	1	0	Pass in Class XII	NIL

Learning Objectives

The course aims to impart basic knowledge about the structure and working of the public administration system in India.

Learning outcomes

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

1. Discuss the basic concept of public administration and its relevance for business.
2. Recognise the difference between public administration and business administration.

3. Analyse the concept of good society and its impact on business.
4. Analyse the impact of the political system on the business environment in India.
5. Evaluate the impact of the judicial system on the business environment in India.
6. Assess the impact of governance and public policies on business.

SYLLABUS OF DSE-5.7

Unit 1: Introduction (9 hours)

Public Administration- meaning, nature and scope and limitations; Concept and functions of a welfare state; Emergence of civil society; Factors leading to emergence of civil society; Concept of liberty, Theories of liberty; Concept of equality, Dimensions of equality; Concept of justice, dimensions of justice. Similarity and Dissimilarity between Public Administration and Business Administration.

Unit 2: Idea of a Good Society (9 hours)

Good society: Need and Importance, Moral Reasoning, Theories of Moral Reasoning; Diversity, Equity and Equality; Leadership; Responsibility, Accountability; Globalization and society; Cross cultural issues; Ethical Conduct of National and Multinational Corporations.

Unit 3: Political System and Business (9 hours)

Constitution of India- Preamble, Fundamental rights, Directive Principles of state policies; India's federal system, NITI AYOG-role and functions; Impact of political system on business environment- policies, programmes and procedure; Ease of doing business; Startup India, Stand Up India, Make in India, Recent trends in taxation policies-impact on investment and business.

Unit 4: Judicial System and Business (9 hours)

Judicial System**-** features and structure; Jurisdiction, Powers and Functions, Judicial Review, Judicial Activism and business, Human Rights and business- challenges and opportunities, Social Justice. Public Interest Litigation and writs- challenges and opportunities for business.

Unit 5: Governance and Public Policy (9 hours)

Governance- Concept and Nature; Public accountability; Redressal of public grievances with special reference to RTI, Lokpal, and Lokayukta, Election Commission, Association for Democratic Reforms (ADR), Bringing people closer to Administration: E-governance; Political Representation, Decentralization of Governance- Panchayati Raj System, Urban Local Bodies.

Exercises:

The learners are required to:

1. Analyse cases from real life regarding fundamental rights, freedom of expression, and civil society
2. Discuss case studies from real life regarding equity and equality in the context of organisations.
3. Evaluate the ease of doing business parameters in the context of a specific sector.
4. Practice session as Mock Parliament.
5. Practice session as Moot Court related to business cases.

6. Discuss case study on decentralization of governance and present key learnings.

Suggested Readings:

- Basu, D. D. (2015). *Introduction to the Constitution of India.* New York, United States: LexisNexis.
- Fadia, B. L., & Fadia, K. (2017). *Indian Government and Politics.* Uttar Pradesh, India: Sahitya Bhawan.
- Granville, A. (1999). *The Indian Constitution: Cornerstone of a Nation.* Oxford, United Kingdom: Oxford University Press.
- Granville, A. (2003). *Working a Democratic Constitution: A History of the Indian Experience.* Oxford, United Kingdom: Oxford University Press.
- Kashyap, S. C. (2011). *Our Constitution.* Delhi, India: National Book Trust.
- Sapru, R. K. (2012). *Public Policy: Formation, Implementation and Evaluation.* New York, United States: Sterling Publishers.
- Sarkar, S. (2018). *Public Administration in India.* (2^{nd} ed.). Delhi, India: PHI Learning
- Singh, M. P., & Saxena, R. (2008). *Indian Politics: Contemporary Issues and Concerns.* Delhi, India: PHI Learning.

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

Discipline Specific Elective Course- 5.8 (DSE-5.8): Business Tax Procedures and Management

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE -5.8 – Business Tax Procedures and Management	4	3	1	0	Pass in Class XII with Mathematic/ Accountancy	NIL

Learning Objectives

The course aims to provide knowledge of provisions pertaining to income tax procedures with a view to equip students with effective tax management skills.

Learning outcomes

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

1. Analyse the provisions of payment of tax in advance, deduction of tax at source and computation of tax, interest and fee payable to / by government.
2. Recognise various Income Tax authorities and return of income.
3. Describe the assessment procedures and filing of appeals.
4. Discuss the provisions dealing with penalties and prosecutions, and search, seizure and survey.
5. Evaluate the concept of GAAR and conditions for levy of Securities Transaction Tax.

SYLLABUS OF DSE-5.8

Unit 1: Advance Payment of Tax and Collection and Recovery of Tax (18 hours)

Advance payment of Tax; Tax deduction/ collection at source: Provisions, documentation, returns and Certificates; Interest payable by assessee/ Government; Collection and recovery of Tax.

Unit 2: Administration and Return of Income (5 hours)

Income Tax authorities; Return of income.

Unit 3: Assessment and Appeals (9 hours)

Assessment, re-assessment and rectification of mistakes; Appeals and revisions; Preparation and filing of appeals with appellate authorities.

Unit 4: Penalties and Prosecutions (9 hours)

Penalties and Prosecutions; Provisions relating to undisclosed income/ investment; Search, seizure and survey.

Unit 5: GAAR, Securities Transaction Tax, TAN and TIN (4 hours)

Transactions with persons located in notified jurisdictional area; General anti-avoidance rule (GAAR); Tax clearance certificate; Securities transaction tax; TAN (Tax Deduction and Collection Account Number); TIN (Tax Information Network).

Exercises:

The learners are required to:

1. Illustrate the concepts and features of assessment of profits and gains of proprietorship, Doctor, Advocate and Chartered Accountant as individual assessee.
2. Prepare a presentation explaining the return of Income.
3. Illustrate the filing of appeals with appellate authorities.
4. Discuss case studies on Penalties and prosecutions related to Business Tax Procedures and Management.
5. Prepare case studies related to general anti-avoidance rules.
6. Check United States of Americage and importance of GAAR, TAN and TIN.

Suggested Readings:

- Ahuja, G., & Gupta, R. (2022). *Corporate Tax Planning.* Delhi, India: Commercial Law House.
- Ahuja, G., & Gupta, R. (2012). *Systematic Approach to Income Tax.* Delhi, India: Bharat Law House.
- Bajpai. O. S. (2023). *Search, Seizure and Survey.* Delhi, India: Taxmann Publications Pvt. Ltd.
- Singhania, V. K., & Singhania, M. (2022). *Corporate Tax planning & Business Tax Procedures.* Delhi, India: Taxmann Publications Pvt. Ltd.

Additional Sources

- Current Tax Reporter. Jodhpur, India.
- Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai, India.
- Corporate Professionals Today. Taxman. Delhi, India.

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

POOL OF GENERIC ELECTIVES

General Elective Course- 5.1 (GE-5.1): Fundamentals of Human Resource Management

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-5.1 Fundamentals of Human Resource Management	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The course aims to introduce learners to the field of human resource management by exposing them to the key concepts.

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

1. Examine the organisational human resource processes.
2. Compare job analysis, job description, and job design.
3. Evaluate the relevance and methods of training and development.
4. Recognise the requisite skills in performance appraisal and compensation of employees.
5. Analyse the need of Employee Maintenance in the organization and study the Emerging issues in HRM

SYLLABUS of GE-5.1:

Unit 1: Introduction to HRM (9 hours)

Concept, functions and significance of HRM. Challenges of human resource management. Workplace diversity, employee empowerment, maintaining work life balance, and stress management.

Unit 2: Human Resource Planning and Procurement (9 hours)

Quantitative and qualitative dimensions of human resource planning; job analysis, job description and job specification. Recruitment: concept, sources and techniques. Selection: concept and process.

Unit 3: Employee Training and Development (9 hours)

Training: concept and methods; Apprenticeship, understudy, job rotation, vestibule training. case study, role playing, and sensitivity training. Development: In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing.

Unit 4: Performance Appraisal and Employee Compensation (9 hours)

Performance appraisal: nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job transfer and promotion. Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organisation incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation.

Unit 5: Employee Maintenance and Emerging issues in HRM (9 hours)

Employee health, welfare and safety; Social security; Employer-employee relations; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; Contemporary issues in HRM: Human Resource Information System (HRIS); HR Audit, emerging job opportunities, e-HRM, work life balance and work from home.

Exercises:

The learners are required to:

1. Design a human resource plan.
2. Conduct orientation cum induction programme.
3. Hold mock counselling sessions.
4. Create team building activities.
5. Devise incentive plans for a diverse workforce.

Suggested Readings:

- Aswathappa, K., & Dash, S. (2021). *Human Resource Management-Text and cases.* (9th ed.). Delhi, India: Tata McGraw-Hill.
- Chhabra, T. N., & Chhabra, M. (2020). *Human Resource Management.* Delhi, India: Sun India Publications.
- Decenzo, D. A., & Robbins, S. P. (2009). *Fundamental of Human Resource Management.* New Jersey, United States of America; Wiley.
- Dessler, G., & Varrkey, B. (2020). *Human Resource Management.* Sixteenth Edition. Delhi, India: Pearson Paperback.
- French, W. L. (2006). *Human Resource Management.* Boston, United States: Houghton Mifflin.
- Gupta, C. B. (2018). *Human Resource Management.* Delhi, India: Sultan Chand & Sons.
- Pattanayak, B. *Human Resource Management.* (6th ed.). Delhi, India: PHI learning

- Prasad, L. M. (2018). *Human Resource Management.* Delhi, India: Sultan Chand & Sons
- Rao, V. S. P. (2020). *Human Resource Management.* (2^{nd} ed.). Delhi, India: Taxmann.

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

General Elective Course- 5.2 (GE-5.2): Project Management

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-5.2 Project Management	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Learning Objective: The course aims to enable the learners to evolve a suitable framework for the preparation, appraisal, monitoring, and control of projects undertaken in an organisation.

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

1. Discuss the concept and attributes of projects, project management system, process and its principles.

2. Assess technical feasibility, marketing feasibility and commercial viability; using NPV, and further to understand tax and legal aspects of a project;

3. Develop schedule for a specific project and its appraisal using various techniques;

4. Calculate project duration and assess project cost;

5. Evaluate project management in terms of risk and performance.

SYLLABUS of GE-5.2

Unit 1: Introduction (5 hours)

Concept and attributes of Project, Project Management Information System, Project Management Process and Principles, Role of Project Manager, Relationship between Project Manager and Line Manager, Project Stakeholder Analysis, Identification of Investment opportunities, Project life cycle, Project Planning, Monitoring and Control of Investment Projects, Pre-Feasibility study, Identify common sources of conflict within a project environment.

Unit 2: Project Preparation and Budgeting (11 hours)

Technical Feasibility, Marketing Feasibility, Financial Planning: Estimation of Costs and Funds (including sources of funds), Loan Syndication for the Projects, Demand Analysis and Commercial Viability (brief introduction to NPV), Project budget, Collaboration Arrangements, Tax considerations and legal aspects.

Unit 3: Project Scheduling and Appraisal (9 hours)

Decomposition of work into activities, determining activity-time duration. Business Criterion of Growth, Liquidity and Profitability, Social Cost Benefit Analysis in Public and Private Sector, Investment Criterion and Choice of techniques, Estimation of Shadow prices and Social discount rate.

Unit 4: Project Planning Techniques (11 hours)

Determine project duration through critical path analysis using PERT & CPM techniques. Resource allocations to activities. Cost and Time Management issues in Project Planning and Management.

Unit 5: Project Risk and Performance Assessment (9 hours)

Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit.

Exercises:

The learners are required to:

1. Examine the project running in the local area and list the activities required for project completion.

2. Develop time estimates for various activities.

3. Evaluate the critical activities of the project using CPM technique.

4. Find out the delays in the activities, if any, and their impact on cost and project completion.

5. Discuss PERT and CPM techniques with help of any corporate example.

Suggested Readings:

- Chandra, P. (2019). *Projects: Planning, Analysis, Selection, Financing, Implementation and Review.* Delhi, India: Tata McGraw Hill.
- Gido, J., & Clements, J. P. (2015). *Project Management.* Delhi, India: Cengage Learning Pvt. Ltd.
- Gray, C. F., Larson, E. W., & Desai, G. V. (2014). *Project Management: The Managerial Process.* Delhi, India: Tata McGraw Hill.

- Kanda, A. (2010). *Project Management: A Life Cycle Approach.* Delhi, India: Prentice Hall India Learning Private Limited.
- Khatua, S. (2011). *Project Management and Appraisal.* Oxford, United Kingdom: Oxford Press University.

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

General Elective Course- 5.3 (GE-5.3): Digital Marketing

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-5.3 Digital Marketing	4	3	1	0	Pass in Class XII	Studied Brand Management (GE-4.3)

Learning Objective: The course aims to provide knowledge regarding the concepts, tools, techniques and relevance of digital marketing in the current scenario. It also enables the learners to learn the practical application of the Digital Marketing tools and the ethical and legal issues involved therein.

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

1. Identify and assess the impact of digital technology in transforming the business environment and also the customer journey.
2. Describe the functioning of the digital marketers and how it is different than the traditional marketing practices
3. Discuss the significance of digital marketing tools, such as, SEO, Social media platforms, Online advertising, Blogging etc.
4. Analyse ethical considerations and the regulatory framework of digital marketing in India.
5. Describe the various ethical and legal issues in digital marketing.

SYLLABUS OF GE-5.3

Unit 1: Introduction (9 hours)

Concept, Scope and Importance of Digital Marketing, Traditional Marketing vs Digital Marketing, Challenges and opportunities for Digital Marketers, Digital Marketing landscape: an overview of Indian Markets.

Unit 2: Digital Marketing Management (9 hours)

Digital marketing-mix, Segmentation, Targeting, Differentiation and Positioning: Concept, Levels, and strategies in digital environment, Digital Technology and Customer Relationship Management, Digital Consumers and their Buying Decision process.

Unit 3: Digital Marketing Presence (9 hours)

Concept and role of Internet in Marketing, Online marketing Domains, The P.O.E.S.M. Framework, Website design and domain name branding, Search Engine Optimization stages, Types of traffic, Online Advertising: Types, formats, requisites of a good online advertisement, Email marketing: types and strategies.

Unit 4: Interactive Marketing (9 hours)

Interactive Marketing: Concept and options, Social media marketing: concept and tools, Online Communities and Social networks, Blogging: types and role, Video marketing: tools and techniques, Mobile marketing tools, PPC marketing, Payment options and Gateways.

Unit 5: Ethical and Legal Issues (9 hours)

Ethical Issues and Legal Challenges in digital marketing, Regulatory framework for digital marketing in India.

Exercises:

The learners are required to:

1. Discuss marketing strategies of Companies who have succeeded in marketing their products through online platforms.

2. Create a hypothetical online venture and discuss its marketing and advertising strategies.

3. Design an advertising campaign and run it on various social media handles: Facebook, Instagram, Twitter, LinkedIn, Snap Chat etc.

4. Implement various tools with the help of free softwares available online, such as Google Adword, Google Analytics etc.

5. Analyze the ethical considerations and the regulatory framework of digital marketing from the official website of Government of India.

6. Discuss various ethical and legal issues in digital marketing with the help of case study.

Suggested Readings:

- Ahuja, V. (2015). *Digital Marketing.* Delhi, India: Oxford University Press.
- Chaffey, D., Chadwick, F. E., Johnson, K., & Mayer, R. (2008). *Internet Marketing: Strategy, Implementation and Practice.* New Jersey, United States: Pearson Hall.
- Charlesworth, A. (2018). *Digital Marketing: A Practical Approach.* Abingdon, United Kingdom: Routledge.
- Frost, R. D., Fox, A., & Strauss, J. (2018). *E-Marketing.* Abingdon, United Kingdom: Routledge.
- Gay, R., Charlesworth, A., & Esen, R. (2007). *Online Marketing: A Customer Led Approach.* Oxford, United Kingdom: Oxford University Press.
- Gupta, S. (2018). *Digital Marketing.* Delhi, India: Tata McGraw Hill Education.
- Kapoor, N. (2021). *Concept Building Approach to Digital Marketing.* Delhi, India: Cengage Learning India Pvt. Ltd.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Digital Marketing: 4.0 Moving from Traditional to Digital.* New Jersey, United States: John Wiley & Sons.
- Maity, M. (2022). *Digital Marketing.* Delhi, India: Oxford University Press.
- Mathur, V., & Arora, S. (2020). *Digital Marketing.* Delhi, India: PHI Learning Pvt. Ltd.
- Ryan, D., & Calvin, J. (2016). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation.* London, United Kingdom: Kogan Page Publishers.
- Tasner, M. (2015). *Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First.* London, United Kingdom: Pearson Education.

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General Elective Course- 5.4 (GE-5.4): Ethics and Governance

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-5.4 Ethics and Governance	4	3	1	0	Pass in Class XII	NIL

Learning Objective: This course is designed keeping in view the dominant role that modern corporations play in creating desirable economic, social and environmental outcomes for the society. As corporate governance is intertwined with social responsibility, it requires a multi-disciplinary approach to understand the associated issues and challenges. Therefore, the course outlines the key theoretical and practical issues underpinning the study of both corporate governance (CG) and corporate social responsibility (CSR) in an integrated fashion.

Learning Outcomes:

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

1. Evaluate and analyse the concepts, tools and theories of ethics and the issues in ethics.
2. Recognize the essence of ethics in business.
3. Develop decision-making skills with regard to ethical governance.
4. Recognise major aspects of corporate governance principles and various theories and systems of corporate governance.
5. Recognise opportunities for reflection on the roles and responsibilities of directors towards the shareholders and other stakeholders covering both theory and relevant practices.
6. Discuss emerging issues and challenges in corporate governance.

SYLLABUS OF GE-5.4

Unit 1: Introduction to Ethics (9 hours)
Concept of moral reasoning and ethics; Contributions of moral thinkers and philosophers to the concepts of morality; Approaches to Moral reasoning; Essence of Ethics, Dimensions of Ethics; Human Values; Ethical concerns and dilemmas

Unit 2: Business Ethics (9 hours)
Concept; Principles; Theories of Business Ethics; Ethical Organisations, Code of Ethics; Ethical issues in business

Unit 3: Governance of Business Entities (9 hours)
The philosophical basis of governance; Corporate Governance- Meaning and significance; Conceptual framework; Corporate governance systems across the world; Corporate governance in India.

Unit 4: Corporate Frauds (9 hours)
Cases of corporate frauds and scams- Enron, Lehman Brothers; Satyam Computer Services; PNB Heist; IL&FS Fraud, ABG Shipyards, Yes Bank; Governance issues and challenges

Unit 5: Recent Issues and Challenges of Governance (9 hours)
Insider Trading; Whistle Blowing; Shareholders Activism; Class Action suits; Gender Diversity in Boards; Governance of Family entities; Governance of multi-national corporations.

Exercises:
The learners are required to:

1. Narrate the cases on ethics and values.
2. Perform simulation exercises to present ethics and ethical dilemmas.
3. Discuss corporate governance concerns highlighted in print and virtual media.
4. Organise brainstorming and discussion sessions on corporate frauds.
5. Project on critical analysis of recent cases on whistleblowing/insider trading/class action suits.
6. Interpret the various emerging issues and challenges in corporate governance with the help of case study.

Suggested Readings:

- Crane, A., Matten, D., Glozer, S., & Spence, L. J. (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization.* Oxford, United Kingdom: Oxford University Press.
- Monks, R. A. G., & Minow, N. (2011). *Corporate governance*. Hoboken, NJ, United States: John Wiley & Sons.
- Reddy, N. K., & Ajmera, S. (2015). *Ethics integrity and aptitude: For Civil Services Main Examination.* Delhi, India: McGraw Hill Education (India) Private Limited.
- Sharma, J. P. (2013). *Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals).* Delhi, India: Ane Books Pvt.
- Tricker, B., & Tricker, R. I. (2015). *Corporate governance: Principles, policies, and practices.* New York, United States: Oxford University Press.

- Weiss, J. W. (2022). *Business ethics: A stakeholder and issues management approach.* Oakland, CA, United States: Berrett-Koehler.

Additional Readings:

- Mallin, C. A. (2019). *Corporate governance.* Oxford, United Kingdom: Oxford University Press.

- Rani, D. G., & Mishra, R. K. (2017). *Corporate governance: Theory and practice.* Delhi, India: Excel Books India.

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