

# **Generic Elective**

**B.Com. : Semester V (G.E)**  
**Paper BC 5.4 (a): HUMAN RESOURCE MANAGEMENT**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

The objective of the course is to familiarize the students with different aspects of managing people in the organisations from the stage of acquisition to development and retention.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: Understand different tools used in forecasting and planning human resource needs.

CO2: Demonstrate the ability to prepare strategies for acquisition of human resources.

CO3: Understand the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits.

CO4: Appreciate the varied initiatives undertaken to maintain human resources.

CO5: Understand modern HRM to meet challenges of changing business environment.

**Course Contents****Unit I: Introduction to Human Resource Management & Human Resource Planning**

Human resource management- meaning importance and functions; Human resource planning- concept, objectives and problems; Job analysis- concept, nature, uses and process; Job description and specification.

**Unit II: Acquisition of Human Resources & Performance Appraisal**

Recruitment- meaning, process and sources; Selection- meaning and process; Placement, induction and socialization- an introduction; Performance appraisal—nature, objectives and process.

**Unit III: Employee Counseling & Compensation Management**

Employee counseling; Job changes—transfers and promotions; Job evaluation; Compensation—concept, components—base, supplementary (fringe benefits, performance linked compensation—individual, group, organisation wide).

**Unit IV: Employee Maintenance**

Employee health, safety, welfare and social security (excluding legal provisions); Grievance handling and redressal.

**Unit V: Emerging Horizons & Challenges in HRM**

Emerging horizons posing challenges for HRM in the contemporary business environment-workforce diversity, employee empowerment, downsizing, work-life balance, e-HRM, green-HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy).

**References**

- Awasthappa, K. *Human Resource Management*. Tata McGraw Hill Education.
- Decenzo, D. A., & Robbins, S. P. (2011). *Fundamentals of Human Resource Management*. India: Wiley.
- Dessler, G. (2017). *Human Resource Management*. Pearson.
- Rao, V. *Human Resource Management: Text and Cases*. Excel Books.

**Additional Resources**

- Muller-Camen, M., Croucher, R., & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. Viva Books.
- Pattanayak, B. (2018). *Human Resource Management*. Delhi. Prentice Hall of India.
- Rastogi, S. *Management of Human Resources*. Sun India.

Note: Latest editions of the books may be used.

**Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

**Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

**Keywords**

Human Resource Planning, Job analysis, Recruitment, Compensation, Challenges in HRM.

**B.Com. : Semester V (G.E)**  
**Paper BC 5.4 (b): BASICS OF ACCOUNTING**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

This course provides students a firm foundation in basic accounting concepts and methodology and also acquaints them with the changes taking place in the preparation and presentation of financial statements in accordance to the applicable accounting standards and relevant Acts.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: gain an understanding of theoretical framework of accounting.

CO2: explain the concept of accounting equation and process.

CO3: develop understanding of depreciation and inventory.

CO4: develop the skill of preparation of trading and profit and loss account and balance sheet.

CO5: state the meaning, objectives and significance of different types of ratios.

**Course Contents****UNIT 1: Introduction to Accounting**

Accounting- concept, objectives, advantages and limitations, types of accounting information; users of accounting information and their needs. Qualitative Characteristics of Accounting Information. Basic Accounting Terms- Business Transaction, Capital, Drawings. Liabilities (Non-Current and Current). Assets (Non-Current, Current); Fixed assets (Tangible and Intangible), Expenditure (Capital and Revenue), Expense, Income, Profit, Gain, Loss, Purchase, Sales, Goods, Stock, Debtor, Creditor, Voucher Accounting Concepts, Principles and Conventions Introduction to financial accounting standards System of Accounting. Basis of Accounting: cash basis and accrual basis.

**UNIT 2: Concepts Related to Income Determination**

Voucher and Transactions: Source documents and Vouchers, Rules of Debit and Credit. Recording of Transactions: Books of Original Entry- Journal, Special Purpose books: Cash Book: Simple, cash book with bank column and petty cashbook (simple practical problems), Purchases book, Sales book, Purchases return book, Sales return book (theory only) Bank Reconciliation Statement: Need and preparation Trial balance: Objectives and preparation (Scope: Trial balance with balance method only).

**UNIT 3: Business Income**

Depreciation: Concept, Features, Causes, factors affecting depreciation, other similar terms: Depletion and Amortization. Methods of Depreciation: Straight Line Method (SLM) Written Down Value Method (WDV) (*Excluding change of method*). Difference between SLM and WDV; Advantages of SLM and WDV. Inventory Valuation: Meaning, Significance of inventory Valuation, Inventory record systems: Periodic and perpetual, Methods: FIFO, LIFO and Weighted Average.

#### **UNIT 4: Financial Statements of Trading Organisation**

Preparation of Trading and Profit and Loss account and Balance Sheet of a sole proprietorship (Basic adjustments only).

#### **UNIT 5: Financial Statement Analysis**

Objectives, importance and limitations. Accounting Ratios: Meaning, Objectives, classification and computation. (Simple numerical only).

### **References**

- Grewal, T S. *Introduction to Accounting*. S Chand and Company, New Delhi.
- Monga, J R. *Basic Corporate Accounting*. Mayur Publication, New Delhi.
- Monga, J R. *Basic Financial Accounting*. Mayur Publication, New Delhi.
- Sehgal, Ashok & Deepak Sehgal. *Fundamentals of Financial Accounting*. Taxmann, New Delhi.

### **Additional Readings**

- Charles T Horngren, Gart L Sundem, John A. Elliot and Donna R Philbrick. *Introduction to Financial Accounting*, Pearson.
- Leonardo, A. Robinson, James R. Qanis, C. Wayne Alderman, *Accounting Information Systems: A cycle Approach*. Publisher Wiley.
- Marshall, B Romney and Paul, John Steinbart, *Accounting Information Systems*, Pearson Education Limited.
- Robert, L. Hurt, *Accounting Information Systems: Basic Concepts and Current Issues*, McGraw Hill.

Note: Latest edition of readings may be used

### **Teaching and Learning Activity**

Theory/ numerical with examples

### **Assessment Methods**

Class participation, Presentation, Practical's, Viva/ test, End Semester Exam

### **Keywords**

Accounting process, trial balance, trading & profit and loss account, depreciation, Accounting Ratios.

**B.Com. : Semester V (G.E)**  
**Paper BC 5.4 (c): FUNDAMENTALS OF MARKETING**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objectives**

The objective of this course is to orient the students about business and its functional area- marketing and provide basic knowledge of concepts, principles, tools and techniques of marketing.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: familiarize with the basic concepts and principles of marketing and to develop their conceptual skills to be able to manage marketing operations of a business firm.

CO2: discuss and make the students understand the complexities involved in various targeting and positioning decisions.

CO3: equip the students to take effective decisions for launching new products and to understand the implications of different pricing strategies.

CO4: develop the skills among students to enable them to design the promotion-mix strategies.

CO5: make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.

**Course Contents****Unit I: Introduction**

Market- Meaning, types and structures; Marketing: Meaning, Nature, Scope and Importance; Marketing Philosophies; Marketing Mix; Marketing Environment- Concept and need for studying marketing environment; Micro environmental factors- company, suppliers, marketing intermediaries, customers, competitors, publics; Macro environmental factors- demographic, economic, natural, technological, politico-legal and socio-cultural.

**Unit II: Understanding Consumer behaviour and Target Market Selection**

Need for studying consumer behaviour; Stages in Consumer buying decision process; Factors influencing consumer buying decisions. Market segmentation- concept, importance and bases of segmenting consumer markets. Market Targeting- concept and factors affecting the choices for market targeting. Product Positioning- concept and bases.

**Unit III: Product and Pricing Decisions**

Concept and classification; Levels of Product; Product mix decision -concept; Branding- concept and functions; Packaging and Labeling- concept and functions; Product support

services; New product development process. Concept and objectives of pricing decisions; Factors affecting price of a product; Pricing methods; Pricing strategies.

#### **Unit IV: Distribution and Promotion Decisions**

Channels of distribution- meaning and importance; types of distribution channels and their functions; Factors affecting choice of distribution channel; Distribution logistics– concept, importance and major logistics decisions. Wholesaling and retailing. Nature and Importance of Promotion; Promotion mix concept and distinctive characteristics of advertising, personal selling, sales promotion, public relations, publicity and direct marketing; Factors influencing promotion mix decisions.

#### **Unit V: Developments in Marketing**

Relationship Marketing; Sustainable Marketing; Rural marketing; Social marketing; Digital marketing; Legal Issues in marketing- The Consumer Protection Act, 1986; Ethical issues in marketing.

### **References**

- Kotler, P., Armstrong, G. and Agnihotri, P. (2018). *Principles of Marketing (17<sup>th</sup> Edition)*. Pearson Education. Indian edition.
- Sharma, K., & Swati Aggarwal. (2018). *Principles of Marketing*. Taxmann's.
- *The Consumer Protection Act, 1986*.

### **Additional Readings**

- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing (14<sup>th</sup> ed.)*. Mc Graw Hill.
- Grewal, D. & Levy, M. (2017). *Marketing (5<sup>th</sup> ed.)*. McGraw-Hill Education.

Note: Latest edition of text book may be used.

### **Teaching Learning Process**

The teaching learning process includes lectures, case study discussions, individual and group presentations and projects.

### **Assessment Methods**

The assessments methods of the course include class tests, assignments, project evaluations and class presentations.

### **Keywords**

Targetmarket, Product, Price, Distribution, Promotion, Segmentation, Targeting, Positioning, Branding, Packaging, Labelling, Consumer Behaviour, Marketing Environment.

**B.Com. : Semester V (G.E)****Paper BC 5.4 (d): BUSINESS ETHICS AND SUSTAINABILITY****Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

To familiarize the students with the understanding of issues of Business ethics, governance and sustainability.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the essence of business ethics and be able to imbibe it in regular business activities.

CO2: to relate the social responsibility of business as part of strategy for long term survival of business.

CO3: realize that how the concerns of corporate governance can be devastating for business survival.

CO4: understand the role of business in sustainable development and corporate social responsibility.

CO5: recognize the Global Reporting Initiatives and its challenges.

**Course Contents****Unit I: Business Ethics**

Business Values and Ethics; Various Approaches to Business Ethics; Ethical Theories; Ethical Governance; Corporate Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee.

**Unit II: Corporate Social Responsibility (CSR)**

Concept of Corporate Social Responsibility; CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, CSR and Corporate Philanthropy; Environmental Aspect of CSR, Models and benefits of CSR, Drivers of CSR; CSR in India.

**Unit III: Corporate Governance**

Meaning: Management and corporate governance, significance and principles of corporate governance, Theories and Models of corporate governance, principles of corporate governance, independent director board committees and their functions; shareholder activism structure and role of rating agencies, proxy advisory firms.

**Unit IV: Sustainability**

Sustainable Development; Role of Business in Sustainable Development; Sustainability Terminologies; Concept of Corporate Sustainability; Corporate Sustainability and Corporate Social Responsibility; Government role in improving sustainability reporting; KYOSEI; Triple Bottom Line (TBL); Integrated reporting.



**Unit V: Corporate Sustainability Reporting Frameworks**

Global Reporting Initiative Guidelines; Business Responsibility Reporting; International Standards; Sustainability Indices; Principles of Responsible Investment; Challenges in Mainstreaming Sustainability Reporting.

**References**

- Tricker, Bob.(2015) Corporate Governance-Principles, Policies, and Practice (Indian Edition). Oxford University Press, New Delhi.
- Sharma, J.P.(2016), Corporate Governance, Business Ethics, and CSR, Ane Books Pvt Ltd, New Delhi
- Kumar A., Gupta L. and R.J. Arora, Auditing and Corporate Governance, (2016), Taxmann Pvt Ltd.

**Additional Resources**

- Mallin, Christine A.(2018), Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Rani, Geeta D., and R.K. Mishra, (2017) Corporate Governance- Theory and Practice, Excel Books, New Delhi.
- Gupta, Kamal and Ashok Arora, (2015) Fundamentals of Auditing, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
- Institute of Chartered Accountants of India, Auditing and Assurance Standards, ICAI, New Delhi.

**Teaching Learning Process**

The teaching -learning processes play a vital role in instilling in the student the curiosity to study the subject corporate governance and auditing. It includes lectures through presentations of corporate scams involving ethical dilemmas and violation of business ethics, expert lectures, case study approach is widely followed, role plays, seminars, tutorials, project-based learning. Higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

**Assessment Methods**

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

**Keywords**

Corporate Social Responsibility (CSR), Corporate Governance, Corporate Sustainability Reporting Frameworks.

**B.Com. : Semester VI (G.E)**  
**Paper BC 6.4 (a): ENTREPRENEURSHIP DEVELOPMENT**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

This course aims at imparting of basic knowledge on entrepreneurship and new enterprise creation so that it provides an opportunity for the students to opt entrepreneurship as an alternative career option.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand entrepreneurship as volition in context of India.

CO2: gather knowledge and ideas on the existing support system for entrepreneurial orientation.

CO3: understand enterprise formation process for gaining ideas as to creation of an enterprise for pursuing a career.

CO4: understand of requirement of post-enterprise creation for effective operation of the business.

CO5: gain knowledge on available growth strategies for implementing effective suitable strategy for expansion and growth.

**Course Contents****Unit I: Introduction**

Entrepreneurship- meaning importance and determinants; Entrepreneurship as a dynamic response to societal issues; Entrepreneurship in Indian scenario as a career option; Understanding intrapreneurship, techno-entrepreneurship, net-entrepreneurship, eco-entrepreneurship, and social entrepreneurship.

**Unit II: Entrepreneurial Eco-System**

Socio-economic support system for entrepreneurship; Public and private system of stimulation; Role of Development Institutes, availability of finance, marketing, technology and project related assistance, role of trade associations and self-help groups for promotion of entrepreneurship; Types of business entities-micro, small and medium enterprises, role of MSME sector in Indian economy; Nature and characteristics of family businesses in India; Startup Action Plan; Make in India initiative.

**Unit III: Enterprise Formation Process**

Understanding and analyzing business opportunities; Market demand analysis, preparation of business plan, project feasibility study; Start ups and basic start ups problems; Cases of Indian start ups, Sources of financing business start ups (practical knowledge on preparation of business plan/project report shall be taught in the class).

**Unit IV: Managerial Aspects of Business**

Managing finance- preparation of operating/cost budget, cash budget; Understanding management of short term and long term capital; Human Resource planning; Contract management; Understanding marketing methods; Understanding of GST and other Tax compliances.

### **Unit V: Managing Growth**

Business growth strategies specific to small enterprises; Enterprise life cycle and various growth strategies; Business collaboration and outsourcing of resources; Network management, succession planning for sustenance; Managing family business and its conflicts.

### **References**

- Brandt, S. C. *Entrepreneurship: The Ten Commandments for Building a Growth Company*. MacMillan Business Books.
- Panda, S. C. *Entrepreneurship Development*. New Delhi: Anmol Publications.
- Taneja, S., & Gupta, S. L. *Entrepreneurship Development-New Venture creation*. New Delhi: Galgotia Publishing House.
- Vasper, K. H. *New Venture Strategies (Revised Edition ed.)*. New Jersey: Prentice Hall.

### **Additional Resources**

- Dollinger, M. J. *Entrepreneurship: Strategies and Resources*. Illinois: Irwin.
- Holt, D. H. *Entrepreneurship: New Venture Creation*. New Delhi: Prentice Hall of India.

Note: Latest edition of text book may be used.

### **Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning. Practical case studies on business plan/project report and preparation of business plan should be emphasized.

### **Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

### **Keywords**

Business start ups, GST, Network management, Succession planning, Family business, Self help groups, MSME.

**B.Com. : Semester VI (G.E)**  
**Paper BC 6.4 (b): TRAINING AND DEVELOPMENT**

**Duration: 3 Hours****Marks: 100****Credits : 6****Course Objective**

The course aims at exposing the learner to the concept and practice of training and development in the modern organisational setting.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the learning environment of a firm.

CO2: identify the various inputs that should go into any training Programme.

CO3: understand the role of development officers.

CO4: understand the need and significance of evaluation of training and development programmes.

CO5: recognize the mechanism of career development programmes.

**Course Contents****Unit I: Nature of Training and Development**

Theories of management training and development and practical application of these theories in today's organisations, inputs and gaps in training, training and development as source of competitive advantage, resistance to change; Training vis-à-vis Learning.

**Unit II: Training Process**

Training process, methods of training, human re-engineering, learning curves, managing change, workmen training, re-training, government initiatives, self-directed work teams, managing a diverse workforce, and practical application of designing programmes in today's environment.

**Unit III: Executive Development**

Executive development, role of development officers, administrators, consultants, designers and instructors, trends towards performance management and its impact on training professionals.

**Unit IV: Evaluation of training and development programmes**

Evaluation of training and development programmes- statistical methods; Use of appropriate training and development software packages; Application of distance learning packages, effective training follow-up.

**Unit V: Career Development**

Career development and planning, career development programmes and counseling, group projects, training for international assignments.

### **References**

- Chhabra, T. N., & Chhabra, M. *Essentials of Human Resource Management*. Sun India.
- Kumar, M., & Talwar, P. *Human Resource Development*. APH Publishing Corporation.
- Lynton, R., & Pareek, U. *Training for Development*. New Delhi: Vistaar.
- Prior, J. *Handbook of Training and Development*. Mumbai: Jaico Publishing House.

### **Additional Resources**

- Dessler, G. (2017). *Human Resource Management*. Pearson.

Note: Latest edition of text book may be used.

### **Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

### **Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

### **Keywords**

Management Training, Competitive advantage, Workforce diversity, Self-directed work teams, Career planning.

**B.Com. : Semester VI (G.E)**  
**Paper BC 6.4 (c): FINANCE FOR NON- FINANCE EXECUTIVES**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

To familiarize non finance executives with the essentials of finance and investments.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 – understand Investment Environment and concept of Return & Risk.

CO2 – analyze Bond valuation & role of Credit Rating agencies.

CO3 – examine Equity analysis approaches.

CO4 – develop insights in to two securities portfolio using Harry Markowitz model and understand CAPM.

CO5 – familiarize with Investors' protection framework.

**Course Contents****Unit: I Introduction**

Meaning and Importance of Finance. Time Value of money (Compounding & Discounting), Risk & Return. Alternative investment options, Sources of Long term financing and short term financing.

**Unit: II Financial Analysis & Capital Budgeting**

Types of Financial Statements- Income Statement, Balance Sheet, Ratio Analysis: Meaning, Significance and Limitations. Current Ratio, Quick Ratio, Absolute Liquidity Ratio, Debt-Equity Ratio, Interest Coverage Ratio, Inventory Turnover Ratio, Debtors Turnover Ratio, Average Collection Period, Creditors Turnover Ratio, Average Payment Period, Return on Capital Employed, Earning Per Share, Dividend Per Share. Capital Budgeting Process, Capital Budgeting Techniques (Pay Back Period, Discounted payback period, NPV, IRR).

**Unit: III Cost of Capital & Capital Structure**

Concept of Cost of Capital and Capital Structure: Cost of Debt Capital, Cost of Preference Share Capital, Equity Share Capital, Weighted Average Cost of Capital (WACC). Meaning of Leverage. Operating Leverage, Financial Leverage, Combined Leverage.

**Unit: IV Dividend Decisions & Working Capital**

Types of Dividends, Dividend policies and factors affecting dividend policies. Concept of Working Capital, its components and Factors affecting working capital requirements. Contemporary issues in Finance.

**Unit: V Valuation of Securities**

Types of Risks and Returns. Concept of Valuation, Equity Valuation & Analysis, Bond Valuation & Analysis. Portfolio Analysis.

### References

- Bhargav, B, K, *Finance For Non Finance Managers. Jaiko Publishing House.*
- Chandra, P. *Finance Sense: Finance For Non Finance executives. Tata McGraw Hill.*
- Gabriel Hawawini, Claude Viallet, *Finance For Non Finance Managers, Cengage Delmar Learning India Pvt Ltd.*
- Gene Siciliano, *Finance for Nonfinancial Managers, (Briefcase Books Series), Tata McGraw Hill*
- Tripathi, Vanita, *Basic Financial Management” Taxmann Publication.*

### Additional Resources

- Chandra, P. *Financial Management-Theory and Practice., Tata McGraw Hill*
- Tripathi, Vanita, *Fundamentals of Investments. Taxmann Publication.*

Note: Latest edition of text books may be used.

### Teaching Learning Process

As the course is designed To familiarize non finance executives with the essentials of finance, the teaching learning process will be based on lectures, project work/field work and cases studies.

### Assessment Methods

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work/field work, End Semester Examination.

### Keywords

Time Value of Money, Risk, Return, Financial Statements, Financial Ratio Analysis, Capital Budgeting, Cost of Capital, Capital Structure, Dividend Decision, Working Capital Decision.