

SEMESTER- I

Management Principles and Applications

BCH: DSC- 1.1

Objective: The course aims to familiarize the learner with extant and emerging management theories and practices for reflective and holistic thinking on management principles and practices.

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

1. describe the various levels of management and applicability of management principles.
2. evaluate a company's competitive landscape as per Porter's Five-force model.
3. demonstrate various types of authority, delegation and decentralization in authority
4. demonstrate various types of leadership styles and identify the motivation techniques used by leaders.
5. discuss the impact of emerging issues in management.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Introduction	15	√	√
Unit 2: Planning	25	√	√
Unit 3: Organising	20	√	√
Unit 4: Directing and Controlling	25	√	√
Unit 5: Salient Developments and Contemporary Issues in Management	15	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Introduction

Meaning and importance of management; Coordination mechanisms in organisations; Management theories- classical, neo-classical and modern constructions of management; Managerial functions; Managerial roles (Mintzberg); Managerial competencies.

Unit 2: Planning

Organisational objective setting; Decision making environment (certainty, risk, uncertainty); Techniques for individual and group decision-making; Planning vis-à-vis Strategy- meaning and elements of business firm environment- micro, meso, and macro; Industry structure, Business-level strategic planning.

Unit 3: Organising

Decentralization and Delegation; Factors affecting organisational design; Departmentalization; Organisational structures and Organograms: traditional and modern, comparative suitability and changes over time; formal- informal organisations' interface.

Unit 4: Directing and Controlling

Motivation- meaning, importance and factors affecting motivation; Leadership- meaning, importance and factors affecting leadership, leadership styles, and followership.

Controlling- Principles of controlling; Measures of controlling and accountability for performance.

Unit 5: Salient Developments and Contemporary Issues in Management

Management challenges of the 21st Century; Factors reshaping and redesigning management purpose, performance and reward perceptions- Internationalisation, Digitalisation, Entrepreneurship & innovation, Values & ethics, Workplace diversity, Democracy and Sociocracy, Subaltern management ideas from India.

Practical Exercises:

The learners are required to:

1. participate in role play activity for describing the various levels of management and applicability of management principles in defining the policies of the chosen organisation.
2. identify a company and evaluate its competitive landscape as per Porter's Five-force model.
3. a) prepare a comparative analysis of organisation structures of various companies.
b) create a simulation exercise in class to demonstrate various types of authority, delegation and decentralization in authority
4. demonstrate various types of leadership styles in the form of role play and identify the motivation techniques used by leaders.
5. discuss the impact of emerging issues in management.

Suggested Readings :

- Drucker, P. F. (1954). The Practice of Management. Newyork: Harper & Row.
- Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- Gupta C.B. and Mathur S. Management Principles and Applications. Scholar Tech Press, Delhi.
- Griffin. Management Principles and Application. Cengage.
- Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- Kumar, Pardeep. Management: Principles and Applications. JSR Publication House LP, Delhi.
- Laasch, O. (2022), Principles of Management, 2e, Sage Textbook
- Mahajan, J.P. and Mahajan Anupama. Management Principles and Applications. Vikas Publications.
- Mitra J.K.(2018).Principles of Management.Oxford University Press.
- Rao, V.S.P. Management Principles and Applications. Taxmann Publications.
- Tulsian, P.C. & Pandey, V. "Business Organisation & Management" Pearson Education, India

Note: Learners are advised to use the latest edition of readings.

Business Laws**BCH: DSC- 1.2**

Objective: To impart basic knowledge of the important business laws relevant for the inception and conduct of general and business activities with relevant case laws.

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

1. examine basic aspects of contracts vis-a-vis agreements and subsequently enter into valid business propositions.
2. describe various modes of discharge of contract and remedies available in case of breach.
3. recognize and differentiate between the special contracts.
4. analyse the rights and obligations under the Sale of Goods Act.
5. attain skills to form and manage entrepreneurial ventures as LLP.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: The Indian Contract Act, 1872	25	√	√
Unit 2: Discharge of Contract and Remedies for Breach	10	√	√
Unit 3: Introduction to Special Contracts	10	√	√
Unit 4: The Sale of Goods Act, 1930	25	√	√
Unit 5: The Limited Liability Partnership Act, 2008	30	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: The Indian Contract Act, 1872

Contract – meaning, characteristics and kinds; Essentials of a valid contract - offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Quasi-contracts.

Unit 2: Discharge of Contract and Remedies for Breach

Modes of discharge of contract: performance of contract, mutual agreement, supervening impossibility, lapse of time, operation of law, breach of contract; Remedies for breach of contract: rescission, suit for damages, quantum meruit, suit for specific performance; suit for injunction.

Unit 3: Introduction to Special Contracts

Contracts of Indemnity and Guarantee; Contracts of Bailment and Pledge; Contract of Agency.

Unit 4: The Sale of Goods Act, 1930

Contract of sale; Meaning and difference between sale and agreement to sell; Conditions and Warranties; Transfer of ownership in goods including sale by non-owners; Performance of the Contract of Sale; Unpaid seller – meaning and rights of an unpaid seller against the goods.

Unit 5: The Limited Liability Partnership Act, 2008

Salient Features and Nature of LLP; Small LLP; Difference between: LLP and Partnership, LLP and Company; LLP Agreement; Incorporation Document; Incorporation by Registration; Registered office of LLP and change therein; Change and Rectification of name of LLP; Partners and Designated Partners: Partners and their Relations; Extent and limitation of liability of LLP and partners; Whistleblowing; Conversion into LLP.

Practical Exercises:

The learners are required to:

1. identify components of valid contracts present in the rent agreement/ sale deed/appointment letters used or seen in day-to-day life.
2. identify and enumerate types of damages in case of breach of contract under different real life situations.
3. prepare a list of gratuitous and non-gratuitous bailment contracts entered in daily life.
4. analyse some case studies where ‘caveat venditor’ is applicable.
5. examine RUN form and FiLLip webform from notification on MCA portal and enlist the mandatory fields.

Suggested Readings:

- Bhushan B., Kapoor N. D., Abbi R. and Kapoor R. Elements of Business Laws. Sultan Chand
- Dagar, I. and Agnihotri, A., Business Laws, Sage Textbook
- Jagota R. Business Laws. MKM Publishers ScholarTech Press.
- Kuchhal, M. C. and Kuchhal V. Business Laws. New Delhi. Vikas Publishing House.
- Maheshwari, S. N., Maheshwari, S. K. *A Manual of Business Laws*. Himalaya Publishing House Pvt. Ltd.
- Maheshwari, S. N., Maheshwari, S. K. *Business Laws*. Himalaya Publishing House Pvt. Ltd.
- Sharma, J.P. and Kanojia S. Business Laws. New Delhi. Bharat Law House Pvt. Ltd.
- Singh, Avtar. The Principles of Mercantile Law. Lucknow. Eastern Book Company.
- Sulphery, M. M., Basheer, Az-Har. Laws for Business, 5th ed. PHI Learning
- Tulsian P.C. Business Law. New Delhi. Tata McGraw Hill.

Additional Resources:

- Arora, S. Business Laws. New Delhi. Taxmann.
- Das & Roy(2018). Business Laws. Oxford University Press
- Sharma, J.P. and Kanojia S. Vyavsayik Sanniyam, Delhi University Hindi Cell. (For Hindi).
- The Indian Contract Act, 1872
- The Sale of Goods Act, 1930
- The Limited Liability Partnership Act, 2008
- Tulsian, P.C. “Business and Corporate Laws” S.Chand, Delhi.

Note: Learners are advised to use the latest edition of textbooks.

Financial Accounting

BCH: DSC- 1.3

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

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

1. apply the generally accepted accounting principles while recording transactions and preparing financial statements.
2. demonstrate the accounting process under a computerised accounting system.
3. measure business income applying relevant accounting standards.
4. evaluate the impact of depreciation and inventories on Business Income.
5. prepare the Financial Statements of sole proprietor firms and Not-For-Profit Organisations.
6. prepare the accounts for Inland Branches, Departments and Leases.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Conceptual Framework and Accounting Process	15	√	√
Unit 2: Business Income, Accounting for Property, Plant and Equipment, and Valuation of Inventory	20	√	√
Unit 3: Financial Statements of Sole Proprietorship and Not-for-Profit Organisations	20	√	√
Unit 4: Accounting for Inland Branches, Departments and Leases	25	√	√
Unit 5: computerised Accounting Systems	20	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Theoretical Framework and Accounting Process:

(A) Conceptual Framework

- (i) Accounting as an information system, the users of financial accounting information and their needs. An overview of Artificial Intelligence and Data Analytics in Accounting.
- (ii) Qualitative characteristics of accounting information. Functions, advantages and limitations of accounting. Branches of accounting. Basis of accounting: cash basis and accrual basis. Capital and revenue expenditures and receipts. Events occurring after the balance sheet date, Extraordinary Items, Prior Period Items, Accounting Estimate. Accounting Policies, Fair Value, Meaning, Recognition and Disclosure Requirements of Provision, Contingent Liability and Contingent Asset.
- (iii) Financial Accounting Principles: Meaning and need; Generally Accepted Accounting Principles(GAPP): Entity, Money Measurement, Going Concern, Cost, Revenue Recognition, Realization, Fundamental Accounting Assumptions, Accruals, Periodicity, Full Disclosure, Consistency, Materiality, and Prudence (Conservatism). Fundamental Accounting Assumptions as per AS 1.
- (iv) Accounting Standards: Concept, benefits, and Process of formulation of Accounting Standards including Ind AS (IFRS converged standards) and IFRSs; convergence vs adoption; Application of accounting standards (AS and Ind AS) on various entities in India. International Financial Accounting Standards (IFRS) –meaning, need, and scope.

(B) Accounting Process

From the recording of a business transaction to the preparation of trial balance including adjusting, transfer and closing entries. Application of Generally Accepted Accounting Principles in recording financial transactions and preparing financial statements and accounting treatment of GST.

Unit 2: Business Income, Accounting for Property, Plant and Equipment, and Valuation of Inventory:

- (a) Business income: Concept of Revenue and Business Income, Measurement of business income; relevance of accounting period, continuity doctrine and matching concept in the measurement of business income; Objectives of measurement of Business income.
- (b) Revenue recognition with reference to AS 9.
- (c) Accounting for Property, Plant, and Equipment with reference to AS 10. Impact of Depreciation on measurement of business income. Accounting for Intangible Assets with reference to AS 26.
- (d) Valuation of Inventory with reference to AS 2. Impact of inventory valuation on measurement of business income by using FIFO, LIFO, and Weighted Average Method.

Unit 3: Financial Statements of Sole Proprietorship and Not-for-Profit Organisations:

Preparation of Financial Statements of Sole Proprietorship and Not-for-Profit Organisations.

Unit 4: Accounting for Inland Branches, Departments and Leases:

- (a) Accounting for Inland Branches: Concept of Dependent branches; Branch Accounting as per- Debtors System, Stock and Debtors' System.
- (b) Accounting for Departments (excluding Mark-up Account).
- (c) Accounting for Leases with reference to AS 19.

Unit 5: Computerised Accounting Systems:

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

Notes:

1. The relevant Accounting Standards (both AS and Ind-AS) for all of the above topics should be covered.
2. Any revision of the relevant Indian Accounting Standard/Accounting Standard would become applicable after it is included in the guidelines issued by the Department of Commerce.

Practical Exercises:

The learners are required to:

1. download 'Framework for the Preparation and Presentation of Financial Statements from the websites of the Institute of Chartered Accountants of India (ICAI) to analyse the qualitative characteristics of accounting information provided therein.
2. collect and examine the balance sheets of business Organisations to study how these are prepared.
3. examine the accounting policies and revenue recognition policies by collecting necessary data from small business firms.
4. prepare Trading and Profit & Loss Account and Balance Sheet collecting necessary data from small business firms.
5. prepare financial statements manually and using appropriate software.
6. prepare accounts of Inland Branches.
7. collect data from your college and prepare a Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

Suggested Readings:

- Anthony, R. N., Hawkins, D., & Merchant, K. A. "Accounting: Text and Cases" McGraw-Hill Education India.
- Batra, J.K., Accounting and Finance for Non-finance Managers, Sage Textbook

- Bhattacharyya. A.K. Essentials of Financial Accounting, 6th ed. PHI learning; Narayanaswamy, R. Financial Accounting: A Managerial Perspective, 7th ed. PHI learning
- Dam, B. B., & Gautam, H. C. "Financial Accounting" Gayatri Publications, Guwahati.
- Goldwin, N., Alderman, W., & Sanyal, D. "Financial Accounting" Cengage Learning, Boston.
- Goyal, B. K., & Tiwari, H. N. "Financial Accounting" Taxmann Publication, New Delhi.
- Horngren, C. T., & Philbrick, D. "Introduction to Financial Accounting" Pearson Education, London.
- Kumar, A. "Financial Accounting" Singhal Publication.
- Lal, J., Srivastava, S. & Abrol. Shivani. "Financial Accounting Text & Problems" Himalaya Publishing House, Mumbai.
- Lt Bhupinder "Financial Accounting – Concepts and Applications" Cengage.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. "Financial Accounting" Vikas Publishing House Pvt. Ltd., New Delhi.
- Monga, J. R. & Bahadur, R. "Financial Accounting: Concepts and Applications" Scholar Tech Press, New Delhi.
- Mukherjee (2018). Financial Accounting. Oxford University Press
- Sah, R.K. "Concept Building Approach to Financial Accounting" Cengage Learning India Pvt. Ltd."
- Sehgal, A. & Sehgal D. "Fundamentals of Financial Accounting" Taxmann.
- Sehgal, D. "Financial Accounting" Vikas Publishing House Pvt. Ltd., New Delhi.
- Shah Paresh(2019).Financial Accounting for Management.Oxford University Press
- Shukla, M. C., Grewal, T. S., & Gupta, S. C. "Advanced Accounts. Vol.-I." Sultan Chand Publishing, New Delhi.
- Tulsian, P. C. "Financial Accounting" S Chand Ltd., New Delhi.

Additional Resources:

- Accounting Standards at the Website of the Institute of Chartered Accountants of India.
- Indian Accounting Standards at the Website of the Ministry of Corporate Affairs.

Note: Learners are advised to use the latest edition of readings.

Assessment Method:

1. There shall be 2 credit hours for lectures + one credit hour (Two Practical Periods per week per batch) for practical lab + one credit hour for tutorials (per group).
2. Examination scheme for computerised accounting system: Practical for 20 marks. The practical exam will be for one hour.
3. Theory exam shall carry 80 marks (Including Internal Assessment of 25 Marks). The theory exam will be for 2.5 hours.