

**B. Com. (Hons.) Structure****Discipline Specific Core (DSC) - Semester VII**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC- 7.1	Business and Macroeconomic Policy*	3	1	0	4	NIL
*Students who have studied GE (Principles of Macroeconomics I – ECON026 and Principles of Macroeconomics II- ECON028) shall not be allowed to study this paper (DSC 7.1). These students shall study ‘Banking and Insurance’ (DSC 7.2).						
DSC- 7.2	Banking and Insurance	3	1	0	4	NIL

**Discipline Specific Electives (DSE)- Semester VII**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- 7.1/6.6	Business Research Methodology	3	0	1	4	NIL
DSE-7.2	Performance Management	3	1	0	4	NIL
DSE- 7.3	Entrepreneurship Development	3	1	0	4	NIL
DSE- 7.4	Hedging Financial Products: Futures, Options and Swaps	3	1	0	4	Studied DSE-4.2 Investment Management
DSE- 7.5	Business Valuation	3	1	0	4	NIL
DSE- 7.6	Integrated Marketing Communication	3	1	0	4	Studied DSE-6.3 Advertising
DSE- 7.7	Marketing Research	3	0	1	4	NIL
DSE- 7.8	Corporate Tax Planning	3	1	0	4	NIL
DSE- 7.9	Personal Tax Planning and Tax Management	3	1	0	4	NIL

**Discipline Specific Core (DSC) - Semester VIII**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC- 8.1	The Economy of Bharat*	3	1	0	4	NIL
*Students who have studied GE (Indian Economy – ECON030 and Sectoral Issues in Indian Economy- ECON059) shall not be allowed to study this paper (DSC 8.1). These students shall study ‘Financial Technology and Analytics’ (DSC 8.2).						
DSC- 8.2	Financial Technology and Analytics	3	1	0	4	NIL

**Discipline Specific Electives (DSE)- Semester VIII**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- 8.1	Technology in HR	3	1	0	4	NIL
DSE- 8.2	Event management	3	1	0	4	NIL
DSE- 8.3	Business Ethics and Human Values	3	1	0	4	NIL
DSE- 8.4	Financial Risk Management	3	1	0	4	Studied DSE- 7.4 Hedging Financial Products: Futures, Options and Swaps
DSE- 8.5	Behavioural Finance	3	1	0	4	NIL
DSE- 8.6	Retail Management	3	1	0	4	NIL
DSE- 8.7	Distribution and Logistics Management	3	1	0	4	NIL
DSE- 8.8	Rural Marketing	3	1	0	4	NIL

DSE- 8.9	Advanced Business Research	3	0	1	4	Studied DSE-6.6/7.1 Business Research Methodology
DSE- 8.10	International Taxation	3	1	0	4	NIL

# **SEMESTER- VII**

## Discipline Specific Core Course- 7.1(DSC-7.1): Business and Macroeconomic Policy

**\*Students who have studied GE (Principles of Macroeconomics I – ECON026 and Principles of Macroeconomics II- ECON028) shall not be allowed to study this paper (DSC 7.1). These students shall study ‘Banking and Insurance’ (DSC 7.2).**

### 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		
<b>Business and Macroeconomic Policy DSC- 7.1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII with Mathematics/Accountancy</b>	<b>NIL</b>

#### Business and Macroeconomic Policy

#### BCH: DSC- 7.1

#### Learning Objectives

The course aims to provide the learners with a deep understanding of how businesses operate within the macroeconomic context. They will learn key concepts related to business, macroeconomic policy, money market, and foreign exchange. The course will also equip learners with the analytical skills to understand and evaluate macroeconomic data for effective business decision-making.

#### Learning Outcomes

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

1. Examine the conceptual framework of business and macroeconomic policy.
2. Analyse fiscal and monetary policy implications through the IS-LM framework.
3. Compare the different theories of demand for money, supply of money approach and working of money multiplier.
4. Analyse the causes and effects of different types of inflation and the trade-off between inflation and unemployment.
5. Examine the role of saving and investment on trade and exchange rates in small and large open economies.

#### Course Contents:

##### Unit 1: Introduction to Business and Macroeconomic Policy (4 hours)

Macroeconomics: Concepts, Importance, Variables and Subject Matter; Macroeconomic Policies and Business Decisions; Business Policy; Circular flow in three sectors. Growth and GDP, Business cycle, Output gap.

**Unit 2: Economy in the Short Run (12 hours)**

Determination of Aggregate Demand: Consumption, Saving and Investment; Aggregate Demand and Equilibrium Output: AD-AS and S-I approach, Multiplier (two and three sector) and numerical; IS-LM framework and numerical; Monetary and Fiscal Policy: Meaning, Objectives and Effectiveness; Aggregate Demand-Supply Analysis. and Tax Rate, Monetising Budget Deficit.

**Unit 3: Demand for Money and Supply of Money (9 hours)**

Money in Contemporary Macroeconomic Frameworks; Demand for Money: Motives and Interest Rate; Gresham's Law; Supply of Money: Meaning, Measures and Money Multiplier; Role of Banks in the Monetary System; Instruments of Monetary Policy and Monetary Transmission Process; Theory Demand for Money: Quantity Theory of Money (Fisher's Transactions approach), Tobin's Portfolio Balance, Baumol-Tobin Transaction. Role of PMJDY in Banking System, UPI and Digital Payment, Central Bank Digital Currency.

**Unit 4:****Part A: Inflation and Unemployment (8 hours)**

Inflation: Causes and Effects; Fisher Equation; Demand Pull and Cost Push Inflation, Social Costs of Inflation, Strategies to Control Inflation; Unemployment: Natural Rate of Unemployment, Frictional and Wait Unemployment; Okun's Law; Phillips Curve: Trade-off between Inflation and Unemployment. Recession and Unemployment.

**Part B: Small and Large Open Economy (12 hours)**

Flows of Goods and Capital; Saving and Investment in a Small and a Large Open Economy, Exchange Rates; Mundell-Fleming model, Policies in a Large Open Economy. Contemporary Macroeconomic Issues: Trend of INR against major currencies.

**Exercises:**

The learners are required to:

1. Examine the nature, concept and scope of macroeconomic policies and business decisions.
2. Analyse the impact of change in government spending on the circular flow.
3. Analyse and interpret the impact of economic growth on the AD-AS model and equilibrium output.
4. Evaluate and discuss the equilibrium in good and money markets.
5. Analyse the effects of fiscal and monetary policy on output, interest rates, and investment.
6. Analyse the significance and relationship of credit creation and economic growth.
7. Evaluate the factors that influence the public's desire to hold cash.
8. Analyse and interpret
  - a. The role of the Phillips curve and Stagflation in macroeconomic policy.
  - b. How supply shocks affect the Phillips curve.
9. Analyse the potential impact of international capital flows on economic growth and stability in both small and large open economies.
10. Analysing the behaviour of the exchange rate of INR against major currencies.

**Suggested Readings:**

- Blanchard, O. (2021). *Macroeconomics*. (8<sup>th</sup> Ed.). Pearson Education.
- Branson, W. H. (2005). *Macroeconomic Theory and Policy*. (3<sup>rd</sup> Ed.). East West Book Pvt. Ltd.
- Chaturvedi, D. D. *Macro Economics*. Kitab Mahal, New Delhi.
- Deepashree & Aggarwal, V. (2021). *Macro Economics*. Scholar Tech Press, New Delhi.
- Dornbusch, R., Stanley, F., & Startz, R. (2018). *Macroeconomics*. (12<sup>th</sup> Ed.). McGraw Hill Education.
- Gupta, G. S. (2015). *Macroeconomics: Theory and Applications*. (4<sup>th</sup> Ed.). McGraw-Hill Education.
- Lipsey, R., & Chrystal, A. (2011). *Economics*. (13<sup>th</sup> Ed.). Oxford University Press, USA.
- Mankiw, N. G. (2019). *Macroeconomics*. (10<sup>th</sup> Ed.). Macmillan Learning.
- Mankiw, N. G. (2021). *Principles of Economics*. (9<sup>th</sup> Ed.). Cengage Learning.
- Samuelson, P. A., William D. Nordhaus & Chaudhary S. (2021). *Macroeconomics*. (20<sup>th</sup> Ed.). McGraw-Hill Education.

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

## Discipline Specific Core Course- 7.2 (DSC-7.2): Banking and Insurance

### 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		
<b>Banking and Insurance DSC- 7.2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII with Mathematics/Accountancy</b>	<b>NIL</b>

### Banking and Insurance

#### BCH: DSC- 7.2

#### Learning Objectives

This paper aims to develop critical thinking among learners about the banking and insurance industries, their functioning, relevance for the world at large and reasons for regulation.

#### Learning Outcomes

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

1. Analyse balance sheets of banks.
2. Evaluate both the need for regulation of banks as well as the challenges it creates.
3. Analyse the importance of premium pricing for insurance companies.
4. Evaluate the incentives guiding business conglomerates to set up captive insurance and the concerns associated with it.

#### **Course Contents:**

##### **Unit 1: Banking (13 hours)**

Banking- core business, Transformations- risk, size and maturity, Assets of banks, Liabilities of banks, Asset liability mismatch, Bank capital- constituents and relevance, Fund based and fee based activities, Off balance sheet activities, Trends in banks' balance sheets and causes and implications of the same.

##### **Unit 2: Banking Regulation (12 hours)**

Reasons for tight regulation on banks, Interconnectedness among banks, Interconnectedness among banks and other financial institutions ( eg. NBFCs), Capital adequacy regulation and its rationale, Deposit insurance and its relevance.



### **Unit 3: Insurance (10 hours)**

Evolution of insurance from reciprocal insurance to modern times, Problems of adverse selection and moral hazard, Solutions for the same, Pricing of premium and its relevance, Claim settlement ratio, Different types of insurance.

### **Unit 4: Insurance Industry (10 hours)**

Insurance penetration and density- India and the world, Reinsurance industry, Captive insurance, Catastrophe insurance, Regulation of insurance industry.

#### **Exercises:**

The learners are required to:

1. Analyse the balance sheet of a leading Indian bank and compare it with that of a bank from a developed country. Emphasis should be on why the differences exist, what could be the implications of the same and not just the how of things.
2. Download a case of a bank failure, for example the Silicon Valley Bank, from resources such as Investopedia and apply what they have studied to develop a deeper understanding of the real-world scenario.
3. Compare the premium required to be paid by an adult, non-smoking female of a certain age across different types of life insurance policies and ascertain the likely reasons for the differences.
4. Identify two business conglomerates which have their own captive insurance arms and analyse the reasons behind their geographical locale, and their costs and benefits.

#### **Suggested Readings:**

- Kidwell, D.S., Blackwell,D.W., Whidbee, D.A. & Sias, R.W. (2016). *Financial Institutions, Markets and Money*. Wiley.
- Kohn, M. (2013). *Financial Institutions and Markets*. Oxford University Press.
- Mishkin, F. (2018). *The Economics of Money, Banking and Financial Markets*. Pearson.
- Saunders,A., Cornett, M.M. & Jain,A. (2021). *Financial Markets and Institutions*. Mc Graw Hill Education.

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

## Discipline Specific Elective Course- 7.1(DSE-7.1): Business Research Methodology

### 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		
<b>Business Research Methodology: DSE-7.1</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>Pass in Class XII with Mathematics/Accountancy</b>	<b>NIL</b>

### Business Research Methodology BCH: DSE- 7.1

#### Learning Objectives:

The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process.

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

1. Analyse research concepts, its types and steps in the research process.
2. Formulate research problems and assimilate various types of research design.
3. Create scales, sampling techniques and design data collection tools.
4. Recognise various techniques of data analysis and interpretation.
5. Prepare a complete research report in appropriate format.

#### Course Contents:

##### Unit 1: Introduction (9 hours)

Meaning and Scope of Research; Application of research in Business; Types of Research-qualitative, quantitative, longitudinal, cross-sectional, fundamental, applied, conceptual and empirical; Characteristics of Good Research; Steps in Research Process; Terminologies of research-Concept, Construct, Variables, Proposition and Hypothesis. Theory and Model; Literature Review and Formulation of Research Question; Philosophies of Research; Induction and Deduction Approach.

**Unit 2: Research Design (9 hours)**

Research Design- Meaning and Characteristics; Types of Research Design- Exploratory, Descriptive and Experimental. Meaning, Examples and Characteristics of Exploratory Research Design. Methods of Exploratory Research Design. Steps in Exploratory Research. Meaning, Characteristics and Methods of Descriptive Research Design with examples. Meaning and Types of Experimental Research Design.

**Unit 3: Data Collection (9 hours)**

Measurement and Scaling; Primary scales of Measurement (Nominal, Ordinal, Interval and Ratio). Scales for Measurements of Constructs- Likert, Semantic Differential Scale and Staple; Reliability and Validity; Meaning and Sources of Primary and Secondary Data; Questionnaire Design (also using online tools); Census and Survey Method; Probability and Non-Probability Sampling Techniques; Sample Size Determination.

**Unit 4: Data Analysis Using Spreadsheet (9 hours)**

Data Preparation and Cleaning; Graphical Presentation of Data; Frequency Distribution, Descriptive Statistics; Steps in Hypothesis Testing; Hypothesis Testing- parametric (z test and t test) and non-parametric (chi- square test).

**Unit 5: Report Writing and Ethics (9 hours)**

Types of Reports; Steps in Report Writing; Format and Presentation of Report, Referencing (APA, Chicago manual etc.), Ethics in Business Research.

**Practical Exercises (30 hours):****The learners are required to:**

1. Prepare literature review from a topic of your choice involving business and economics. Also, comment on the following case 1:  
Case 1: A product manager wants to know the viability of a new innovative product being launched by his company. What are the steps that need to be followed in his research?
2. Identify the type of a research design that will be most appropriate in a given scenario as per Case 1.
3. Apply online tools and platforms, design a questionnaire using various kinds of questions including Likert scale statements to address a particular business problem.
4. Use spreadsheet to practice t- test, z-test and Chi- square test on the secondary data from a given sample set of data.
5. Prepare a brief report following proper format in Word processing software.

**Suggested Readings:**

- Bryman, A. (2020). Business research methods. Oxford University Press.
- Bryman, A., & Bell, E. (2011). Business research methods. (3rd ed.). Cambridge; New York, United States: Oxford University Press.
- Bryman, A., Bell, E., & Harley, B. (2022). Business research methods. Oxford University Press.
- Chawla D., & Sondhi N.(2023). Research Methodology: Concepts and Cases. (2nd ed.). Delhi, India: Vikas Publishing.

- Cooper, D. R., & Schindler, P. S. (2014). Business research methods. (12th ed.). New York, United States: McGraw Hill International Edition.
- Creswell, J. D., & Creswell, J. W. (2017). Research design: qualitative, quantitative, and mixed methods approaches. United States: SAGE Publications.
- Dangi, H., & Dewan, S. (2016). Business research methods. India: Cengage Learning India Pvt. Ltd.
- Field, A.(2013). Discovering statistics using IBM SPSS statistics. Sage.
- Hair, J. F., Page, M., & Brunsveld, N. (2019). Essentials of business research methods. (4th ed.). Routledge.
- Ken, B. (2019). Business statistics: for contemporary decision making. United States: John Wiley & Sons.
- Kothari, B. L. (2011). Research methodology: tools and techniques. Jaipur, India: ABD Publishers.
- Mishra (2014). Business research methods. Oxford University Press.
- Newman, W. L. (2021). Social research methods: qualitative and quantitative approaches. (8th ed.). India: Pearson.
- Saunders, M. (2010). Research methods for business. Pearson Education.
- Schindler, P. S. (2021), Business research methods. (13th ed.). India: Mc Graw Hill Education.
- Sekran, U., & Bougie, R. (2015). Research methods for business: a skill building approach. (6th ed.). United States: John Wiley & Sons.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. (9th ed.). South Western: Cengage Learning.

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

## Discipline Specific Elective Course- 7.2(DSE-7.2): Performance Management

### 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		
Performance Management DSE-7.2	4	3	1	0	Pass in Class XII	NIL

#### Performance Management

#### BCH: DSE- 7.2

**Learning Objective:** The course aims to create fundamental knowledge of performance management, related aspects like talent management, compensation management, contemporary issues etc. in the organisation 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. Analyse the key concepts of performance management and methods of performance management in practices.
2. Interpret the organisation in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.
5. Appraise the concept of performance management in analysing the case studies and to evaluate their effectiveness in a rapidly changing environment.

#### Course Contents:

##### Unit 1: Introduction to Performance Management (9 hours)

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

##### Unit 2: Performance Planning and Managing Performance (12 hours)

Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labor), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution

Method, Critical Incident Method, Behaviourally Anchored Rating Scales, 360-Degree Performance Appraisal, Performance Feedback and Counselling, Performance analysis for Individual and organisational Development, Competency Mapping.

### **Unit 3: Learning Organisation and Performance Based Compensation (12 hours)**

Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

### **Unit 4: Implementation of Performance Management (12 hours)**

Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees.

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

#### **Exercises:**

The learners are required to:

1. Make a class presentation and submit quiz on performance management.
2. Have focused group discussions on performance management and related concepts.
3. Write a comprehensive essay on various terms and concepts of performance management with plagiarism report.
4. Analyse the case studies to understand and evaluate the dynamics of performance management.
5. Write a report on critical decision making.

#### **Suggested Readings:**

- Armstrong, M. & Baron, A. (2005), Performance management and development. Mumbai: Jaico Publishing House.
- Bhattacharyya, D. K. (2011), Performance management systems and strategies. India: Pearson Education.
- Chadha, P. (2003), Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
- Kandula, S. R. Performance Management: Strategies, Interventions, Drivers PHI Learning
- Kohli(2008). Performance Management.Oxford University Press.
- Rao, T.V. (2004), Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications.
- Shrinivas R. Kandula (2006), Performance Management: Strategies, Intervention & Drivers. Pearson.
- Soumendra, Narain Bagchi (2013), Performance Management. Delhi: Cengage Learning India Pvt. Ltd.

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

## Discipline Specific Elective Course- 7.3(DSE-7.3): Entrepreneurship Development

### 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		
Entrepreneurship Development: DSE-7.3	4	3	1	0	Pass in Class XII	NIL

#### Entrepreneurship Development

**BCH: DSE- 7.3**

#### Learning Objectives:

The course aims to equip the learners with entrepreneurship so that they are inspired to look at entrepreneurship as a viable, lucrative, and preferred option of professional life.

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

1. Discern distinct entrepreneurial traits.
2. Compare the parameters to assess opportunities and constraints for new business ideas.
3. Develop a business idea by adopting a systematic process.
4. Design strategies for successful implementation of ideas.
5. Create a business plan.

#### Course Contents:

##### Unit 1: Introduction (9 hours)

Meaning, elements, determinants and importance of entrepreneurship and creative Behaviour; Entrepreneurship and creative response to the society's problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship.

##### Unit 2: Entrepreneurship in India (9 hours)

Concept of business houses and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and Behavioural orientations; Conflict in family business and its resolution. Initiatives of Government of India to promote entrepreneurship - Start Up India, Stand Up India, Make in India, etc.

##### Unit 3: Entrepreneurship Ecosystem (9 hours)

Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of government, Institutions, industries/entrepreneur's

associations and self-help groups, Concept, role and functions of business incubators, angel investors, venture capital, start-up finance and private equity fund.

#### **Unit 4: a) Sources of business ideas, tests of feasibility (9 hours)**

Significance of writing the business plan/ project proposal including feasibility analysis; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning and control; preparation of project report (various aspects of the project report such as size of investment, nature of product, sourcing of material, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

#### **b) Mobilizing Resources (9 hours)**

Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems.

#### **Exercises:**

The learners are required to:

1. Discuss various cases of entrepreneurship and distinguish between different entrepreneurial traits.
2. Analyse and interpret case study on business philosophy at Tata Group, Aditya Birla Group, Reliance Industries Limited, and similar organisations.
3. Analyse and present the key initiatives of Government of India for promoting entrepreneurship in the country for any one business area.
4. Develop a business idea and conduct a feasibility analysis of the same.
5. Participate in Business Plan Competition-designing a business plan proposal and identifying alternative sources of raising finance for startup.

#### **Suggested Readings:**

- Desai, V. (2009). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.
- Dollinger, M. J. (2008). Entrepreneurship: Strategies and Resources. New Jersey: Prentice Hall.
- Hisrich, R., Peters, M., & Shepherd, D. (2017). Entrepreneurship. New York: McGraw Hill Education.
- Jyotsana, Shaifali & Poswal L. Entrepreneurship (Concepts & Fundamentals) Kitab Mahal Delhi
- Mukherjee and Roy(2018). Entrepreneurship development and Business ethics.Oxford University Press.
- Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian Perspective. Boston: Cengage Learning.
- Roy R (2020). Entrepreneurship. Oxford University Press.
- Sharma, S. Entrepreneurship Development, 2nd ed. PHI Learning
- Yadav, V., & Goyal, P. (2015). User innovation and entrepreneurship: case studies from rural India.. Journal of Entrepreneurship & Innovation, 4(5). Retrieved from <https://link.springer.com/article/10.1186/s13731-015-0018-4>.

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



**Discipline Specific Elective Course- 7.4(DSE-7.4): Hedging Financial Products: Futures, Options and Swaps**

**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		
<b>Hedging Financial Products: Futures, Options and Swaps DSE-7.4</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII with Mathematics/Accountancy</b>	<b>Studied DSE-4.2 Investment Management</b>

**Hedging Financial Products: Futures, Options and Swaps  
BCH: DSE- 7.4**

**Learning Objectives:**

The course aims to equip the students with skills of the risk management to manage the investment portfolios. It traces the relevance of hedging in investments, its instruments for risk management, along with the development and trading of derivative markets in India, specifically on futures and options.

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

1. Critically analyse the role of hedging in investment, historical development of the derivatives market in India and its regulation.
2. Evaluate the hedging instruments, trading strategies of futures and options.
3. Examine pricing of futures and options and calculate pay-offs of call and put options.
4. Gain an insight into the trading, clearing and settlement mechanism of futures and options.
5. Evaluate the mechanics of risk hedging with the help of swaps.

**Course Contents:****Unit 1: Introduction (9 hours)**

Hedging; Meaning, types, instruments and features of derivatives Meaning, definition and features of derivatives, Functions of derivatives, Participants in derivatives market, Cash market vs. derivatives market, Evolution of derivatives market, Introduction of derivatives trading in India, L. C. Gupta Committee and J. R. Varma Committee on derivatives. Recent developments in the derivatives market in India. Regulations of derivatives market.

**Unit 2: Instruments of Hedging (11 hours)**

Concept and Types of derivatives, Financial derivatives: Meaning and features of forward contracts, limitations of forward markets; Spots and Forward Rate, Meaning and features of Futures Contracts, Difference between futures and forwards contracts, Currency Derivatives, Exchange traded and over the counter derivatives, Index hedging, Types of option contracts, Options Trading strategies, Futures and Options pay off. Commodity Derivatives and other contemporary derivatives.

**Unit 3: Pricing of Futures and Options and Swaps (18 hours)**

The cost of carry model and Expectancy model for stock and index futures- cash price and future price, Arbitrage opportunity; Factors determining options pricing, Option pricing models: Binomial pricing model, The Black and Scholes model, Pricing of Index options.

Introduction to Swaps, Overview of Interest Rate Swaps, Interest rate futures, Cross Currency Swaps, Pricing of Swaps, Equity and Commodity Swaps.

**Unit 4: Trading, Clearing and Settlement (7 hours)**

Prerequisites for trading in derivatives market, Futures and Options trading system, Contract specification for stock and index, Eligibility for trading charges, Derivatives trading risks, Clearing entities and their role, Clearing mechanism: adjustment for corporate actions, Open position calculation; Margining and settlement mechanism, Risk management, Concept and Mechanics of Standard Portfolio Risk Analysis (SPAN).

**Exercises:**

The learners are required to:

1. Identify at least five investment schemes which used hedging for better return of portfolio.
2. Create dummy portfolios and using index derivatives and options to minimise risk and improve the portfolio return, using spreadsheet.
3. Download spot and futures (continuous series) data of any five financial assets for a period of one year. Calculate return of spot, future series and analyse both the series using charts.
4. Download complete data of two futures contract one exhibiting normal backwardation and another Contango. Use a chart to show convergence of these contracts to the spot price on expiry date.
5. Assume that you purchase a financial futures contract from NSE. Compute the Mark-to-Market (MTM) margin for the next 10 days for that futures contract using excel spreadsheet.
6. Evaluate the mechanics of risk hedging with the help of swaps, offer combinations of swaps used by two or three institutions, using spreadsheets.

**Suggested Readings:**

- David and Thomas (2007). Derivatives, (1st Edition), Oxford University Press, Delhi.
- Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (2017), PHI Learning Publications. House.
- Hull, J. C. (2018). Options futures and other derivatives (10<sup>th</sup> Edition). Pearson Education India.
- Hull, J., Treepongkaruna, S., Colwell, D., Heaney, R., & Pitt, D. (2013). Fundamentals of futures and options markets. Pearson Higher Education AU.
- Varma, Jayanth R. (2011). Derivatives and Risk Management, Tata McGraw Hills, New Delhi.
- Vohra, N.D. and Bagri, B.R. (2011). Futures and Options, (2nd Edition), Tata McGraw Hills, New Delhi.

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

## Discipline Specific Elective Course- 7.5(DSE-7.5): Business Valuation

### 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		
<b>Business Valuation: DSE-7.5</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII with Mathematics/Accountancy</b>	<b>NIL</b>

### Business Valuation BCH: DSE- 7.5

#### Learning Objectives:

The course aims to familiarize the students with the principles and practice of valuation of business.

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

1. Examine the valuation of business and its principles.
2. Evaluate different techniques of valuation and apply them in various situations.
3. Demonstrate skills in valuing tangibles and intangibles.
4. Analyse specific cases of valuation.
5. Explore the impact of non-financial factors on valuation.

#### Course Contents:

##### Unit 1: Introduction to valuation (9 hours)

Need for valuation, issues and problems in valuation, various types of values and relationship between them, principles of valuation, purpose of valuation. Indian and international standards on valuation.

##### Unit 2: Techniques of valuation (13 hours)

Different approaches and models of valuation, discounted cash flow analysis, comparable transaction method, comparable market multiple method, market valuation, economic value added, free cash flow to equity, dividend discount model, net asset valuation, relative valuation. Factors affecting the choice of valuation techniques.

##### Unit 3: Valuation of tangibles, intangibles and some specific cases (16 hours)

(a) Valuation of tangibles – valuation of property, plant and equipment.

(b) Valuation of intangibles: Goodwill, brand, patents, trade marks, copyrights, process, franchises, licenses, internet domains, softwares, databases, advertising agreements.

(c) Valuation of large enterprises, Valuation of micro, small and medium enterprises, valuation of start-ups, valuation during mergers and acquisitions, valuation during distress sales. Valuation of forward contracts, Valuation of futures and options pricing.

#### **Unit 4: Non-financial considerations in valuation (7 hours)**

Human resource, top and middle-level management, governance, corporate social responsibility and environmental accountability.

#### **Exercises:**

The learners are required to:

1. Use various software programmes for understanding valuation techniques and methods.
2. Download financial statements of companies for valuing them under different approaches.
3. Analyse various financial instruments for overvaluation and undervaluation.
4. Discuss and analyse valuation of any merger and acquisition through case study.
5. Analyse the impact of non-financial factors on the share prices of a company.

#### **Suggested Readings:**

- Koller, T., Goedhart, M., & Wessels, D. (2020). Valuation: Measuring and managing the value of companies. (7th ed.). USA: Wiley Publications.
- Palepu, K. G., & Healey, P. M. (2015). Business analysis and valuation: Using financial statements. Noida, U.P.: Cengage Publications.
- Parker, D. (2016). International valuation standards: A guide to the valuation of real property assets. USA: Wiley Publications.
- Parks, J. A., & Banerjee, D. N. (2015). Principles & practice of valuation. U.P., India: Eastern law house.

#### **Additional Readings:**

- Study material of the Institute of Company Secretary of India for the professional programme course on “Valuation and business modelling”.
- Study material of the Institute of Cost Accountants of India for the “Strategic performance management and business valuation”.

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

## Discipline Specific Elective Course- 7.6(DSE-7.6): Integrated Marketing Communication

### 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		
<b>Integrated Marketing Communication: DSE-7.6</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII</b>	<b>Studied DSE-6.3 Advertising</b>

### Integrated Marketing Communication

#### BCH: DSE- 7.6

#### Learning Objectives:

The course aims to make students understand the shift from mass communications to integrated marketing communication.

**Learning Outcomes:** After completing the course, learners will be able to:

1. Analyse the concept of marketing communication.
2. Compare the various communication tools marketers can use.
3. Interpret the message and media strategies in the context of communication objectives.
4. Summarise the challenges related to Integrated Marketing Communication.
5. Develop the process of Integrated Marketing Communication.

#### Course Contents:

##### Unit 1: Introduction (6 hours)

IMC – Concept, Definitions, Evolution, Importance, Role of IMC in marketing process, Communication Process and its Effectiveness, Communication vehicles.

##### Unit 2: The Process of IMC –Planning (10 hours)

IMC Planning Model, Understanding consumers' Levels of Involvements, Setting the Communication Objectives – in terms of Sales and Communication Tasks, Communication objectives and Classic Response Hierarchy models – AIDA, Hierarchy-of-Effects, Establishing the Communication Budget – the Methods and Trade-Offs.

### **Unit 3: The Process of IMC –Designing the Marketing Communication Mix (12 hours)**

Personal Communication Tools – Personal Selling, Tele-marketing, Mass Communication Tools – Advertising, Publicity and Public Relations, Sales Promotion. Role of promotion in IMC.

Digital Communication Tools – Online Advertising and Public Relations, Websites, Blogs/Vlogs, Mobile Marketing, email Marketing, viral Marketing.

Factors affecting the designing of Integrated Marketing Communication Mix.

### **Unit 4: The Process of IMC (17 hours)**

Value Propositions and Appeals, Message Structure and Message Sources, Personal and non-personal Channels of Communication, Media Selection- Objectives and Scheduling. Measuring and Evaluating the Performance, Role of Communication Companies for IMC. Challenges of IMC – Internal and External.

#### **Exercises:**

The learners are required to:

1. Understand the communication challenges occurring inside the firm through role-playing.
2. Prepare a budget for introducing an expensive unique product.
3. Discuss how each one of the consumer response models could be used by a company such as Philips in planning the introduction of a new product like an Air Purifier?
4. In recent times, we have seen growth in product placements. Do we see this as a continuing trend? Why or why not?
5. While the Internet has distinct advantages, some traditional media have features that make them more helpful in achieving specific communication objectives. Discuss with examples.
6. Design and develop an Integrated Promotion Campaign for a novelty in the rural market.
7. Discuss how marketers of low-involvement products like shampoo or soaps would use the various IMC tools differently than a marketer of a high involvement product like a smartphone or a car?
8. Discuss how communication companies are facilitating one-stop-shopping for their clients to improve their overall communication effectiveness?

#### **Suggested Readings:**

- Belch, G. E., Belch, M. A., and Purani Keyoor (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th ed. McGraw-Hill Education(India) Pvt Ltd.
- Capon, N., & Singh, S. S. (2010). Managing marketing: an applied approach. Wiley
- Chaffey, D, Chadwick, F.A, Johnston, Kevin, and Mayer, Richard (2019),Internet marketing: Strategy, Implementation and Practice. Third ed. ( Pearson Education)

- Chaffey, D., & Smith, P. R. (2013). eMarketing EXcellence: Planning and optimizing your digital marketing. Routledge.
- Clow, Kenneth E. and Baack, Donald E (2021) , Integrated Advertising, Promotion and Marketing Communications, Ninth Ed. Global Edition ( Pearson Education )
- Dutta K(2016).Integrated Marketing Communications.Oxford University Press.
- Frost, R. D., & Strauss, J. (2016). E-marketing. Routledge
- Gupta, Seema (2020) , Digital Marketing, 2nd Ed. McGraw-Hill Education(India) Pvt Ltd.
- Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2021). Marketing management: an Asian perspective. Pearson Education
- Kotler,P., Kartajjyan, H, Setiawan, Ivan. and (2019), Marketing 4.0: Moving from Traditional to Digital , Audible audiobook, (Gildan Media LLC)
- Shah, Kruti ( 2018). Advertising and Integrated marketing Communications, McGraw-Hill Education(India) Pvt Ltd., 8th ed.

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



## Discipline Specific Elective Course- 7.7(DSE-7.7): Marketing Research

### 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		
<b>Marketing Research: DSE-7.7</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>Pass in Class XII</b>	<b>NIL</b>

#### Marketing Research

#### BCH: DSE- 7.7

#### Learning Objectives:

The course aims to guide students to develop their research, inquiry and analytical skills in the field of marketing.

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

1. Analyse the basics of marketing research and differentiate among various research designs
2. Understand the concept of segmentation and its techniques.
3. Learn how to target market and position the product
4. Comprehend techniques used by the marketers for the new product development.

#### Course Contents:

##### Unit 1: Introduction (12 hours)

Meaning, Characteristics, Importance and Role of Marketing Research; Marketing research problem; Types of market research; Market research process; Market research approaches. Exploratory Research Design, Longitudinal Research Design, Experimental Research Design, Data Collection Techniques

##### Unit 2: Segmentation, Targeting and Positioning (STP) Framework (11 hours)

Market Segmentation: Concept and techniques; Hierarchical Cluster Analysis: Steps, Dendrogram interpretation, Determining the number of clusters. K-Means Clustering: Concept, Choosing K. Comparison of Hierarchical VS K-Means. Targeting: SWOT Analysis, Positioning: Multidimensional Scaling: Concept, interpreting dimensions in perceptual maps.

##### Unit 3: New Product Development Analysis (11 hours)

Conjoint Analysis: Meaning, uses, types, steps to perform conjoint analysis; Market Basket analysis: Introduction and Relevance, Core concepts and Steps; Correspondence Analysis: Introduction, Key concepts, Steps in Correspondence Analysis.

## Unit 4: Qualitative Analysis (11 hours)

Text mining and Analysis: Introduction to Text mining, importance of text mining in marketing research, Sources of text data, text preprocessing techniques- Tokenization, stop word removal, Lowercasing, stemming and lemmatization, removal of punctuation, numbers and special characters, N-grams, Document-Term Matrix, Predictive text analysis; Sentiment analysis,

### Practical Exercises (30 hours):

The learners are required to:

1. Group customers based on their average order value and purchase frequency using cluster analysis. Identify distinct customer segments and describe their characteristics.
2. Gather the data on the consumer's perception of the five different cold drink brands. Use this data to create a 2D perceptual map (MDS), identify which brands are seen as similar or different, and suggest how one brand can improve its market position.
3. Create a product profile matrix for a mobile phone using three attributes (Brand, Price, Battery Life) and collect student ratings. Perform regression analysis on these ratings and identify the most preferred mobile phone attributes.
4. Construct a contingency table of soft drink preference by age group and perform correspondence analysis
5. Collect customer reviews for a product or service. Use a text mining tool to extract frequently used words, identify overall sentiment (positive/negative/neutral), and summarise the main themes in customer feedback.

### Suggested Readings:

- Beri, G. C. (2013). *Marketing research* (4th ed.). Tata McGraw Hill Education.
- Hair, J.F., Black, W.C., Babin, B.J., and Anderson, R.E. (2009). *Multivariate Data Analysis*, Pearson (7th edition).
- Hair, Wolfinbarger, Ortinau, and Bush. *Essentials of Marketing Research* (paperback) (3rd ed.).
- Malhotra, N. K., & Dash, S. (2016). *Marketing research: An applied orientation* (7th ed., Indian adaptation). Pearson Education.
- Malhotra, N. K. (2019). *Marketing research: An applied approach* (5th ed.). Pearson Education.
- Nargundkar, R. (2015). *Marketing research: Text and cases* (3rd ed.). McGraw Hill Education.
- Silge, J., & Robinson, D. (2017). *Text mining with R: A tidy approach*. O'Reilly Media.
- Zikmund, W. G., & Babin, B. J. (2013). *Essentials of marketing research* (5th ed.). Cengage Learning.

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

## Discipline Specific Elective Course- 7.8(DSE-7.8): Corporate Tax Planning

### 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		
<b>Corporate Tax Planning: DSE-7.8</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII</b>	<b>NIL</b>

### Corporate Tax Planning BCH: DSE- 7.8

#### Learning Objectives:

The course aims to provide knowledge of various aspects of corporate tax planning and their impact on decision-making.

#### Learning Outcomes:

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

1. Differentiate between various tax planning concepts and understand the assessment of corporate assesses.
2. Devise strategies for tax planning in respect of setting up of a new business specially the tax issues of start-ups.
3. Examine the relevant tax provisions for non-resident Indians and double taxation relief.
4. Analyse the provisions of transfer pricing.
5. Evaluate tax planning with reference to different forms of business restructuring.

#### Course Content:

##### **Unit 1: Tax Planning and computation of tax liability of companies (13 hours)**

Tax planning, tax management, tax evasion, tax avoidance; Types of companies; Residential status of companies and tax incidence; Tax liability and minimum alternate tax; Carry forward and set off of losses in case of certain companies; Deductions available to corporate assesses.

##### **Unit 2: Setting up of new business and capital gains in select cases (9 hours)**

Tax planning with reference to setting up of a new business: forms of organisation and tax provisions for start-ups; Tax planning with reference to receipt of insurance compensation, distribution of assets at the time of liquidation and sale of scientific research assets.

##### **Unit 3: Non-residents and Double Taxation (9 hours)**

Tax planning in respect of non-resident Indians: Tax on non-resident sportsmen or sports associations, Exemption of Interest on NRE accounts and Exemption in respect of salaries of foreign citizens; Double taxation relief.

#### **Unit 4: Transfer Pricing and Business Restructuring (14 hours)**

Transfer pricing: Arm's length price and its computation; Advance rulings. Tax planning with reference to business restructuring: Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/ partnership firm into Company and Conversion of company into LLP.

#### **Exercises:**

The learners are required to:

1. Discuss relevant provisions of the Income-tax Act, 1961 from the official website of Government of India.
2. Refer the Finance Act to know about the amendments done in various provisions of the Income-tax Act, 1961.
3. Refer relevant notifications and circulars from the official website of Government of India.
4. Refer the information available in the heading 'International Taxation' on the official website of Government of India; and learn about various tax services available on the official website of Government of India.
5. Learn about various tax services available on the official website of Government of India.
6. Make a report on tax planning with reference to different forms of business restructuring.

#### **Suggested Readings:**

- Ahuja, Girish and Gupta, Ravi. Corporate Tax Planning. Commercial Law House, Delhi.
- Singhanian, Vinod K. and Singhanian, Monica. Corporate Tax Planning & Business Tax Procedures. Taxmann Publications Pvt. Ltd., New Delhi.

#### **Additional Readings:**

- Acharya. Shuklendra and Gurha. M.G. Tax Planning under Direct taxes. Modern Law Publications, Allahabad.
- Ghosh. T.P. IFRSs. Taxmann Publications Pvt. Ltd., New Delhi.
- IAS-12 and AS-22.
- Mittal, D.P. Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.
- The Income Tax Act, 1961.
- The Limited Liability Partnership Act, 2008.

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

**Discipline Specific Elective Course- 7.9(DSE-7.9): Personal Tax Planning and Tax Management**

**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		
<b>Personal Tax Planning and Tax Management: DSE-7.9</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII</b>	<b>NIL</b>

**Personal Tax Planning and Tax Management**

**BCH: DSE- 7.9**

**Learning Objectives:**

The course aims to enable learners to understand the importance of tax planning and use various instruments and measures for tax planning. It also aims to explain how systematic investment and selection of investment avenues can help in tax planning. The course provides an insight into tax management by developing an understanding of the provisions relating to deduction and collection of tax at source, advance tax, refund, assessment procedures and provisions relating to income-tax authorities and appeals and revisions.

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

1. Examine how tax planning is useful and essential for every tax payer and to understand the concept of tax evasion and tax planning from direct taxes point of view.
2. Determine residential status and its relationship with tax planning. Examine how tax planning is permitted under different provisions of the income tax act.
3. Assess the tax liability of individuals and hufs having income under different heads, by considering tax planning measures providing for optimal tax relief.
4. Choose the avenues of investment with an intent to reduce tax liabilities and identify merits and limitations of different means of investments and examine various provisions relating to deduction and collection of tax at source and advance tax obligations.
5. Examine the provisions relating to survey, search, and seizure and the related powers of various income-tax authorities.
6. Examine the procedure for assessment and recall the time limits for completion of assessments as well as remedies available by way of appeal and revision.

**Course Contents:**

## **I. TAX PLANNING**

### **Unit 1: Basic Concepts (14 hours)**

Meaning, Need of Tax Planning- Principles and objectives of Tax Planning, Obligations of parties to Tax Planning, Tax Avoidance and Tax Evasion- Legal thinking on Tax Planning, Tax Planning-Scope of Tax Planning.

Tax planning through exempted income for residents/ non-residents, Tax planning through permissible deductions for residents/non-residents, Tax planning with reference to clubbing provisions

### **Unit 2: Tax Planning under different heads of Income (11 hours)**

Tax planning measures relating to income from salary, Income from House Property, profits and gains of business or profession, capital gains and income from other sources

### **Unit 3: Tax Planning through investments (11 hours)**

Tax planning through various tax saving investment avenues available for individuals and HUF like Mutual funds unit linked insurance plans, Bonds, Equity linked savings schemes, Post office savings schemes and others. Tax deductions under Income-Tax Act

### **Unit 4: Tax Management (9 hours)**

#### **(A): Deduction, collection and recovery of tax**

Advance tax, tax deduction at source, tax collection at source, refund.

#### **(B): Assessment Procedures, Income-tax Authorities and Appeal and Revision**

Income-tax authorities, filing return of income, self-assessment, summary assessment, scrutiny assessment, best judgement assessment, time limit for completion of assessments and appeals and revisions.

#### **Exercises:**

The learners are required to:

2. Compute tax liability of individuals and HUF having different sources of income by considering the special exemption and deduction provisions under each head as well as the deductions from gross total income to minimize tax liability
3. Compute tax liability of an individual and HUF under the general provisions of the Income-tax Act, 1961 and under section 115BAC to determine which is more beneficial in each case.
4. Assess the remedies available under the Act by way of rectification, appeal and revision in case of aggrieved assesses based on the issue involved and threshold time limit.
5. Fill up return forms based on the details of income and deductions provided in respect of an individual/HUF and TDS details gathered from Form 16, Form 16A and 26AS.

**Suggested Readings:**

- Ahuja, G., & Gupta, R. (2018). Direct Taxes Ready Reckoner. New Delhi: Wolters Kluwer India Private Limited.
- Gaur, V. P., Narang, D. B., & Gaur, P. (2018). Income Tax Law and Practice. New Delhi: Kalyani Publishers.
- Singhania, V. K., & Singhania, K. (2020). Direct Taxes: Law & Practice. New Delhi: Taxmann Publication.

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