### MES Garware College of Commerce (Autonomous) Programme – B.ComYear – III, Sem.V Year of Commencement - 2023-2024 (June 2023 Onwards) Board of Studies: - Business Laws Course Title: - Business Regulatory Framework

B.Com –III (Semester V)						
Course Code: B1-21/501	Subject/Course: Business Regulatory Framework	Marks: 100 Credits - 03				
contract & 1872 2. To create ar 3. To acquaint	conceptual knowledge about the legal system in India, essen the various modes of discharge of contracts under the Indi in insight among the students about the Law as to Partnership the students with the important provisions of Sale of Goods e the students to the concepts of Arbitration & Conciliation	an Contract Act p s Act 1930				
CO1: Know the co various modes of d CO2: Get an insigh CO3: Get acquain transactions	ne course, the student shall be able to- ncept of law, legal system in India, the essential elements of ischarge of contracts at into the contracts of Partnership & Limited Liability Partr ted with the provisions of Sale of Goods Act 1930 as to sale he concepts of Arbitration & Conciliation & their importance	nership e of goods				

Unit	Unit Title	Contents	No of lectures
I	Introduction to Business Laws & Indian Contract Act, 1872	<ul> <li>1.1 Concept of law &amp; legal system, Hierarchy of courts, Sources of laws, Classification of laws, Indian Constitution: provisions related to trade &amp; business, Introduction to Indian Contract Act 1872</li> <li>1.1 Definitions, Nature &amp;kinds of the contract</li> <li>1.2 Essential elements of Contract- proposal &amp; acceptance, consideration, capacity to contract, free consent, legality of object &amp; consideration, not declared as a void agreement (Sec. 1-30)</li> <li>1.3 Performance of contract</li> <li>1.4 Modes of discharge of the contract</li> <li>1.5 Breach of contract and Remedies (Including damages, meaning, kinds and rules for ascertaining damages)</li> </ul>	20
II	Law of Partnership	<ul> <li>2.1 Indian Partnership Act 1932</li> <li>2.1.1 Partnership: Concept, Essentials, True test of partnership, Partnership deed</li> <li>2.1.2 Rights &amp; Duties of Partners</li> <li>2.1.3 Registration &amp; Dissolution of a firm</li> <li>2.2 Limited liability Partnership (LLP) Act 2008</li> <li>2.2.1 Characteristics, advantages &amp; disadvantages of LLP, Designated Partner, Procedure for Incorporation of LLP</li> <li>2.2.2 Difference between LLP &amp; Partnership; LLP &amp; Company</li> <li>2.2.3 Extent &amp; limitation of liability of LLP &amp; Partners (Sections 26-31)</li> <li>2.2.4 Financial Disclosure by LLP, Contributions (Section 32), Assignments and Transfer of Partnership Rights (Section 42) Conversation to LLP (Section 55)</li> <li>2.2.5 Winding up &amp; Dissolution of LLP (Section 63 &amp; 64)</li> </ul>	15
III	Sale of Goods Act 1930	<ul> <li>3.1Essentials of contract of sale , Goods – Concept and kinds, Sale and Agreement to sell</li> <li>3.2 Conditions and Warranties</li> <li>3.3 Transfer of ownership in goods, Sale by non- owners</li> <li>3.4 Unpaid Seller: Meaning &amp; Remedies of unpaid seller</li> </ul>	15

IV	Arbitration & Conciliation	<ul> <li>Indian Arbitration &amp; Conciliation Act 1996</li> <li>4.1 Importance of Alternative Dispute Resolution (ADR)</li> <li>4.2 Concept of Arbitration, Essentials of Arbitration Agreement, Powers &amp; duties of Arbitrators</li> <li>4.3 Conciliation Proceedings</li> </ul>	7
Total N	o of Lectures		57 (48 min)

### Projects

Sr. No.	Торіс	Project/s
01	Introduction to Business Laws, Essentials of Contract	Library assignment, Drafting an agreement, Preparing hypothetical cases & arguments based on essentials of contract
02	Law of Partnership	Projects on drafting a hypothetical partnership deed
03	Sale of Goods Act 1930	Project on Cases about implied Conditions & Warranties
04	Arbitration & Conciliation	Projects based on drafting of an Arbitration Agreement

### References

Sr. No.	Title of the Book	Author/s	Publication
01	Business Law : Principles of Mercantile Law	Singh, Avtar	Eastern Book Company, Lucknow, 11th Edition 2018
02	Business and Commercial Laws	Sen And Mitra	The World Press Pvt. Ltd.(2018)
03	Business Laws	Kuchhal M.C.&KuchhalVivek	Vikas Publishing House (2013)
04	Business Regulatory Law	Chaudhari, Zalte, Bhawari, Dagade	Prashant Publication (2021)

05	Arbitration & Conciliation	(Lawmann's), Kamal
	Act, 1996	Publishers (2017)

### Web References

Sr. No.	Website Address	Institution
1	https://www.indiacode.ni c.in/	Govt. of India Bare Acts Link
2	https://legislative.gov.in/s ites/default/files/A1872- 09.pdf	Indian Contract Act
3	https://indiankanoon.org/ doc/107341/	Indian Partnership Act 1932

### MES Garware College of Commerce (Autonomous) Programme – B.ComYear – III, Sem.V Year of Commencement - 2023-2024 (June 2023 Onwards) Board of Studies- Accountancy, Costing & Taxation Course Title- Advanced Accounting-I

<b>Course Code:</b>	Subject: Advanced Accounting-I	Marks: 100		
B1-21/502 Cre				
Course Objecti	ves:			
Reportin 2) To provi reconstru	elop understanding about Accounting Standards and Internation g Standards de knowledge about accounting for capital restructuring in the founction restand the legal provisions & the procedure regarding preparation of	rm of internal		
	ng Companies op the knowledge and skills regarding investment accounting.			
	g the Course, the students shall be able to:			
Reporting Stand CO 2: Understat CO 3: Understat Banking Compa	nd the procedure of internal reconstruction adopted by the companies nd the legal provisions & the procedure regarding preparation of final			
<b>Course Content</b>	:			

Unit	Unit Title	Contents	No of Lectures
	Accounting	1.1 Introduction to AS- 3, AS-12 and AS 20	12
	Standards &	with simple numerical.	
	Financial	1.2 Introduction to IFRS - Fair Value	
	Reporting	Accounting	
		1.3 Distinction between Indian Accounting	
		Standards & IFRS.	
II	Accounting for	2.1 Meaning and Concept of Capital	16
	Capital	Restructuring, Types of Capital	
	Restructuring	Restructuring, Meaning of Internal	
	(Internal	Reconstruction	
	Reconstruction)	2.2 Accounting Entries: Alteration of Share	
		Capital, Reduction of Share Capital,	
		Reduction in Liabilities, Cancellation of	
		Expenses, Losses etc.	
		2.3 Preparation of Balance Sheet after	

		Internal Reconstruction		
III	Final Accounts of	3.1 Introduction of Banking Company,	18	
	Banking	Legal Provisions regarding Non-Performing		
	Companies	Assets (NPA) - Reserve Fund - Acceptance,		
		Endorsements & Other Obligations - Bills		
		for Collection – Rebate on Bills Discounted		
		– Provision for Bad and Doubtful Debts		
		3.2 Problems on Preparation of Profit &		
		Loss A/c and Balance Sheet in vertical form		
		as per Banking Regulation Act, 1949.		
IV	Investment	4.1 Introduction and Classification of	11	
	Accounting	Investments.		
		4.2 Introduction to Acquisition Cost &		
		Carrying Cost of Investment.		
		4.3 Calculation of Profit/loss on disposal of		
		investments with problems.		
Total No of	Lectures		48	
No. of Lectures for Assessment and Evaluation				
Total Lectures				

### **Teaching Methodology:**

Unit	Unit Title	Teaching methodology	Proje ct (If	•		Weight age of
		memouology	any)	-	Inderstanding ls/Attributes etc.	Marks (%)
Ι	Accounting Standards & Financial Reporting	Interactive, Use of e- content, Problem Solving.	N/A	Understanding various basic concepts	Developing understanding on applicability of selected Accounting Standards	21

II	Accounting for Capital Restructuring (Internal Reconstruction)	Interactive, Problem Solving	N/A	Understanding various basic concepts	Knowledge about of the Accounting for Capital Restructuring	28
III	Final Accounts of Banking Companies	Lecture, Problem Solving	N/A	Understanding various legal provisions regarding the Banking Companies	Conceptual Knowledge and Practical understanding of preparation of final accounts of Banking Companies.	32
IV	Investment Accounting	Lecture, Problem Solving	N/A	Understanding the meaning of different costs incurred in investment business.	Developing knowledge about Investment Accounting	19

### Suggested Readings:

Sr. No.	Title of the Book	Author/s	Publication
1	Advanced Accounts	Shukla & Grewal	S. Chand & Co. Ltd., New Delhi
2	Advanced Accountancy	S. P. Jain & K.N. Narang	Kalyani Publishers
3	Advanced Accountancy	R.L. Gupta & Radhaswamy	Sultan Chand & Sons, New Delhi
4	Company Accounts	S.P. Jain & K.L. Narang	Kalyani Publishers
5	Corporate Accounting	Dr. S. N. Maheshwari & S.K. Maheshwari	Vikas Publication
6	Accounting Standards	As issued by Institute of Chartered Accountants of India	ICAI

### **E** – Learning Resources:

Sr No	Торіс	Lectures (Available on YouTube/ Swayam/ MOOCs/ etc.)	Journals/ Articles/ Case Studies
1	Accounting Standards & Financial Reporting	• <u>https://resource.cdn.icai.org/</u> <u>57428indas46512.pdf</u>	The Chartered Accountant: Journal of the Institute of Chartered Accountants of India
2	Accounting for Capital Restructuring (Internal Reconstruction)	<ul> <li><u>https://resource.cdn.icai.org/</u> <u>38484bos28154-mod1-</u> <u>cp5.pdf</u></li> </ul>	The Accounting World- ICFAI
3	Final Accounts of Banking Companies	<ul> <li><u>https://resource.cdn.icai.org/</u> <u>38658bos28174-mod3-</u> <u>c6.pdf</u></li> <li><u>https://resource.cdn.icai.org/</u> <u>38646bos28176cp6.pdf</u></li> </ul>	Journal of Accounting & Finance, Accounting Research Association of Jaipur
4	Investment Accounting	<ul> <li><u>https://resource.cdn.icai.org/</u> <u>38491bos28154-mod2-</u> <u>cp12.pdf</u></li> <li><u>https://resource.cdn.icai.org/</u> <u>38509bos28155cp12.pdf</u></li> </ul>	-

#### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Third Year of Bachelor of Commerce-T.Y.B.Com Year of Commencement: - 2023-2024 (June 2021 Onwards) – Sem V Board of Studies: - Business Economics

### **Course Title: - Indian & Global Economic Development**

Course       Code :         B1-21/503       Subject : Indian & Global Eco	onomic Development Credits :3
---	-------------------------------------

**Course Objectives :** 

- To develop the ability to apply theoretical knowledge of economic theories to compare and analyze the economic development process of India.
- To make aware about the inevitable importance and relevance of the agricultural sector in the modern world.
- To make students perceive industrial development as an 'engine of growth'.
- To unfold the importance of infrastructural development and the service sector as a prerequisite for overall development of Indian and Global Economies

### **Learning Outcome :**

After completing the Course, the student will be able to

LO1: Apply economic theories and acquire skills of comparison between economies

LO2: Realise the significance of the agricultural sector in the modern economy.

LO3: Identify the importance of industrial development for faster economic growth.

LO4: Recognise the role of infrastructural development and of the service sector for impressive economic development.

Unit	Unit Title	Contents	No. of Lectures
Ι	Indian and Global Economy	<ul><li>1.1 Introduction to Indian Economy</li><li>1.2 Characteristics of Indian Economy as an Emerging Economy</li></ul>	12

		<ul> <li>1.3 Economic Growth and Economic</li> <li>Development 1.4 Indicators of Economic</li> <li>Development</li> <li>1.5 Developed and Developing Countries:</li> <li>Meaning</li> <li>1.6 Comparison of the Indian Economy with</li> <li>Global</li> <li>Economy with reference to: Agriculture,</li> <li>Industry, Service Sector, National Income, Per</li> <li>Capita Income and Population</li> </ul>	
Π	Agricultural Development In India	<ul> <li>2.1 Indian Agriculture: Role</li> <li>2.1.1 Progress: Green Revolution and White Revolution</li> <li>2.2 Productivity issues of Indian Agriculture: Causes of low productivity and enhancement measures</li> <li>2.3 Agricultural Finance: Need and Sources</li> <li>2.4 Agricultural Marketing: Problems and Measures</li> <li>2.5 Organic Farming and Contract Farming: Meaning and Advantages</li> </ul>	12
III	Industrial Development in India	<ul> <li>3.1 Industrialisation - Meaning, Definition, Role of Industrialization in Indian Economic Development</li> <li>3.2 New Industrial Policy 1991 with respect to Liberalisation, Privatisation, Globalisation (LPG)</li> <li>3.3 Definitions, Role and Problems of Micro, Small and Medium Scale Enterprises (MSMEs) in India, Introduction to co-operative industrial sector</li> <li>3.4 Significance and Problems of Public Sector Enterprises in India, introduction to coild and respective industrial sector</li> <li>3.5 New Schemes for Industrial Development: Make in India, Start- up India, Stand up India and Skill India</li> </ul>	12

IV	Infrastructural Development and Service Sector in India	<ul> <li>4.1 Role of Infrastructure in Economic Development of India</li> <li>4.1.1 Concepts of physical and social infrastructure</li> <li>4.2 Role of Public Sector, Private Sector in Infrastructural Development</li> <li>4.2.1 Public Private Partnership model</li> <li>4.3 Importance and growth of Service Sector in India</li> <li>4.4 Meaning and Effects of Digital Economy</li> </ul>	12
Total No of Lectures + Evaluation ( 48 minutes each )			

### **Books Recommended:**

### **Mandatory Readings:**

- Gaurav Datt and Mahajan Ashwani , Indian Economy, S. Chand and Co., New Delhi.72<sup>nd</sup> Ed. 2016
- 2. Jhingan M.L., International Economics, Vrinda Publications, Delhi. 7th Ed.2016
- 3. Misra S.K. and Puri V.K. Indian Economy, Himalaya Publishing House, Delhi. 40th

Rev.Ed. 2022

### **Suggested Readings:**

1. Agarwal A.N., Indian Economy, Problems of Development and Planning, New Age International Publishers. 44<sup>th</sup> Ed.2022

- 2. Ann Larkin Hansen, The Organic Farming Manual, Storey Publishing, North Adams, 2010.
- 3. Arun Kumar, International Business- competing in the Global Marketplace- Charles Hill. 12th Ed.2017

4. BajpaiA.D.N., Caubey S.K. et al, Leading Issues of Indian Economy, Atlantic Publishers and Distributers, 2018.

- 5. Bhole, L.M., impacts of Monetary Policy, Himalaya Publishing House, New Delhi.
- 6. Black and Sundaram, International Business Environment, Prentice Hall India., 1996
- 7. Brics development bank launched, first president to be from India, Times of India ,2015.

8. Charles Hill & Arun kumar Jain ,International Business, Competing in the Global Market place, Tata McGraw Hill, 10<sup>th</sup> Ed. 2017

9. Gupta K.R, Sharma Manoranjan, Indian Economic Policies and Data, Atlantic Publishers and Distributers (P) Ltd. 2010

- 10. Kayndepatil, G.V, Agricultural Economies: Theory & Policy, ChaitanyaPubli. Nasik
- 11. Ministry of Finance, Government of India (Oxford Press), Economic Survey, 2021-22
- 12. Magazines / Journals Reports, 2023
- 13. Tayebmonis H., The Global Business Environment, Sage Publication, New Delhi.
- 14. World Bank, World Development Report, 2022

### Web sites:

• www.,mospi.gov.in/national-sample-survey-office-nsso- (Ministry of Statistics and Programme Implementation, GoI)

•https://www.toppr.com/ask/question/economic-development-is-characterized-by-which-of-the-following/

•https://www.economicsdiscussion.net/economic-development/role-of-agriculture-in-the-economic-development • https://www.iedunote.com/foreign-trade

• https://www.vedantu.com/commerce/liberalisation

### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Third Year of Bachelor of Commerce – Semester V Year of Commencement - 2023-2024 (June 2023 Onwards) Board of Studies: - Accountancy, Costing and Taxation Course Title: - Auditing & Taxation

		T. Y. B Com - Semester V		
Course Code: B1-21/504		Course: Auditing & Taxation- I		
D1-21/304			Credits: 03+1	
Course Objec	tives:			
<ol> <li>To hav Assura</li> <li>To get Computer</li> </ol>	e better understanding of nce Standards. acquainted with provision iterized Information Systen n conceptual understandin	ng of various important definitions and concepts of Audi Checking, Vouching, Verification, Audit Report and Au ns of statutory audit of Company, Forensic Audit and auc em. ng of various important definitions and concepts under In	diting and lit under	
Course Outco				
System 4 Get acquai	-	Company, Forensic audit and audit under Computerized lerstanding of various important definitions and concepts		
Unit	Unit Title	Contents	No of lectures	
Audit andAdvantages aimportantprinciples – Tdefinitions/conceptsof Audit. Aud		Important Definition, Features, Objectives- Advantages and Limitation of Auditing, basic principles –Types of errors and frauds, Various types of Audit. Audit programme, Audit Note Book,	13	
		Working Papers, Internal Control, Internal Check and Internal Audit.		

		Introduction to Auditing an	nd Assurance Standards.	
III Company Audit, Forensic Audit, Audit of Computerized information Systems		Company AuditQualification, Disqualifications, Appointment, Removal, Rights, Duties and liabilities of Company Auditor.Forensic AuditDefinition, Importance of Forensic Auditor, Services Render by Forensic Auditor, Process of Forensic Auditing and Forensic Audit, Techniques and Forensic Audit Report		11
		Auditing in an EDP Envir General EDP Control – EDP Application Control- Computer Assisted Audit T Preparation of CAAT)		
IV	Introduction to Definitions and important concepts under Income Tax Act, 1961	Tax and different types of t Important definitions- Pri Year, Person, Income, Ass Exempted Income, Resider on chargeability.	14	
Total No o	of Lectures	1		48
No. of lect	tures for Assessment and Ev	valuation	09	1
Total lectu	ures		57	

Unit	Unit Title	Teaching methodology	Project /Hands on exposure/Practice	Outcome expected	Weightage of Marks
		methodology	based	Conceptual understanding Knowledge/Skills/Attributes etc	(%)

I	Introduction to Audit and important definitions/concepts of Auditing	PowerPoint Presentation, Group Discussion, Library Visit, Class Discussion.	Important definitions/concepts of Auditing	Understand the important definitions/concepts of Auditing	Equip students with the knowledge of Audit and important definitions/concepts.	28
Π	Checking, Vouching, Verification and Audit Report etc.	Project Making, Quiz Competition, Case Studies, Class Discussion, Internet Resources.	Audit Report / Verification	Acquaint the students with procedure of Checking, Vouching, Verification	Understand the Checking, Vouching, Verification and Audit Report etc.	21
Ш	Company Audit, Forensic Audit, Audit of Computerized information Systems	Case studies, Team Exercise, Field visit, PowerPoint Presentation, Group Discussion	Company Audit, Forensic Audit	To acquaint the students with the Company Audit, Forensic Audit, Audit of Computerized information Systems	To learn about the Company Audit, Forensic Audit, Audit of Computerized information Systems	23
IV	Introduction to Definitions and important concepts under Income Tax Act, 1961	Quiz Competition, Case Studies, Library Visit, Class Discussion.	Important definitions/concepts under Income Tax Act, 1961	Understand the important definitions/concepts under Income Tax Act, 1961	Equip students with the knowledge of Income Tax Act, 1961 and important definitions/concepts.	28

Projects

Sr. No.	Торіс	Project/s
01	Audit Programme	Library Assignment and Collection of the Document
02	Vouching, Verification	Collection of the Document and Assessment

03	A study of Audit Report	Visit and Collection of the Document
04	The basic concepts of Income Tax Act,1961	Library Assignment

### References

Sr. No.	Title of the Book	Author/s	Publication, Place
1	Practical Auditing	Spicer and Peglar	Allied, 1975, H.F.L., 1978
2	A Handbook of Practical Auditing	B.N. Tondon	S Chand & Co Ltd
3Taxmann's Auditing and Corporate GovernanceAruna Jha		Aruna Jha	Taxmann Publication
4	Padhuka's Student's Referencer on Standards on Auditing	CA G. Sekar CA B. S. Prasath	Commercial Law Publishers (India) Pvt. Ltd.
5	Fundamentals of Auditing	S. K. Basu	Pearson
6	Indian Income Tax	Dr.Vinod Singhania	Taxmann Publication
7	Income Tax	Dr. Girish Ahuja Dr.Ravi Gupta	Wolters kluwer

### Web References

Sr. No.Website AddressInstitution		Institution
1	https://www.mca.gov.in	Ministry of Corporate Affairs
2	https://www.icai.org	ICAI - The Institute of Chartered Accountants of India
3	https://www.icsi.edu	ICSI - Institute of Company Secretaries of India

### MES Garware College of Commerce (Autonomous)

### Third Year B.Com

	Semester V				
	se Code:	Course: Business Administration - II M	arks: 100		
B1-21	/505A (III)	С	redits: 4		
Cours	se Objectives:				
F R 2. T R 3. T P 4. T Cours After ( 1. 2. 3.	Sunctions, and Sesource Develop und Secruitment an So educate stud lanning and D So acquaint the Se Outcome: Completing the Gain underst Gain an under Understand organization	lents on the importance of Training and Development and its impact evelopment. e students with the concept of Performance Appraisal, and its effective e course, the student shall be able to - tanding and conceptual clarity of HRM and HRD. erstanding of the functioning of Recruitment and Selection. the importance of training and developmental activities for ind al level.	Human g of c on Career veness.		
	Imbibe the v se Contents:	alues of Ethical Performance appraisal among the students.			
Unit	Unit Ti	tle Contents	No of Lectures		
1	Introduction Human Reso Function of Management	Purce Resource, Difference between Human Resource Management and Human Resource Development	14		
2	Recruitment Selection	and 2.1 Recruitment – Meaning, Purpose/ Importance, Sources of Recruitment, and Factors Governing	12		

		Recruitment Process	
		2.2 Selection – Meaning, Importance and Selection procedure, Tools of Selection and Selection Process	
		2.3 Difference between Recruitment and Selection	
		2.4 Types of Employment Tests, Types of Interviews.	
3	Training and Development	3.1 Meaning, Need and Objectives of Training and Development, Benefits/ Importance of Training to the organization and employees.	12
		3.2 Types of Training, Methods of Training and Development, Process/ Procedure for effective Training.	
		3.3 Career Development, Steps in Career Development, Stages of Career Development, Succession Planning, Advantages and Limitations of Career Development, Career Development Cycle, Career Counseling and Self Development	
4	Performance Appraisal	4.1 Introduction, Meaning, Need and Importance of Performance Appraisal	10
	Management	4.2 Process of Performance Appraisal	
		4.3 Methods, Techniques and Merits & Limitations of Performance Appraisal	
		4.4 Ethical Performance Appraisal	
Tota	l No of Lectures	I	48
No. c	of Lectures for Eva	luation	09
Tota	1		57

### **Teaching Methodology :**

Unit	Unit Title	Teaching methodology	Project (If	Outcome expected	Weightage
		memouology	any)	Conceptual understanding Knowledge/Skills/Attributes etc.	of Marks (%)

1	Introduction to Human Resource Function of Management	Lecture Method, Real- life Examples, Video Clips, Participative learning, Study Visits	Nil	Conceptual Understanding Critical thinking skills Accessing and analysing information skills Imaginative thinking Awareness on the latest in the trends	30%
2	Recruitment and Selection	Lecture Method, Experiential Learning, Case Studies	Mock Interviews by students	Conceptual understanding, Interview Skills, Analytical abilities	30%
3	Training and Development	Lecture Method, Participative learning, Guest Lecture	Nil	Conceptual Understanding Analytical Skills Technical skills Critical thinking	20%
4	Performance Appraisal Management	Lecture Method, Expert talk, Case Studies	Case study analysis	Conceptual Understanding Analytical skills Accessing and analysing information Value Education	20%

### Suggested Readings:

Sr. No.	Title of the book	Author/s	Publication
1	Human Resource Management	K. AShwathappa	
2	Personnel and Human Resource Management	A M Sharma	Himalaya Publishing House
3	Personnel Management and Industrial Relations	R S Davar	Vikas Publishing House
4	Human Resource Development and Management	Biswanath Ghosh	Vikas Publishing House
5	Personnel Management	C.B. Mamaria, S V	Himalaya Publishing House

		Gankar	
6	Human Resource Management	Gary Dessler	
7	The HR Scorecard	Brian Becker, Mark	
		Huselid, Dave Ulrich	
8	Victory Through Organization	Dave Ulrich, David Kryscynski, Wayne Brockbank, Mike Ulrich	
9	The Practical Guide to HR Analytics	Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, and Rachael Johnson- Murray	

### **E-Learning Resources:**

Sr.	Торіс	Lectures (available on	Films	Journals/Articles/
No.		YouTube/Swayam/MOOCs, etc.)		Case Studies
1	Introduction to Human Resource	https://www.udemy.com/course/hr- analytics-using-excel/		
	Function of Management	https://www.udemy.com/course/profes sional-certification-in-human- resource-management/		
2	Recruitment and Selection	https://www.udemy.com/course/the- complete-job-interviewing-skills- masterclass-course/		
3	Training and Development			
4	Performance Appraisal Management	Certificate course in Ethical Leadership Development		

### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Third Year of Bachelor of Commerce-T.Y.B.Com Year of Commencement: - 2023-2024 (June 2021 Onwards) – Sem V Board of Studies: - Business Economics Course Title: - Banking and Finance Special Paper II

Course Code : B1-21/505 B (III)	Subject : F	Subject : Financial Markets and Institutions in India					
<ul> <li>Course Objectives :</li> <li>To acquaint the students with the Indian Financial System and its role in economic development.</li> <li>To make the students aware about the Indian Money Market and its significance.</li> <li>To make the students aware about the Indian Capital Market and explore the opportunities.</li> <li>To enable the students to know the concept of foreign exchange and its functioning in the foreign exchange market.</li> </ul>							
Learning Ou							
-	-	the student will be able to					
LO 1: Link t	he role of the I	ndian Financial System to economic development.					
LO 2: Unde	rstand the grov	wth of the Indian Money market over a period of ti	me.				
LO 3: Distin	guish between	Indian Money Market and Indian capital Market a	and				
Possib	ilities to perfor	m in the capital market.					
LO 4: Know	LO 4: Know the factors affecting foreign exchange rate and its volatility.						
Unit	Unit Title	Contents	No. of Lectures				

Ι	Indian Financial System	<ul> <li>1.1 Meaning and definition of Financial System in India.</li> <li>1.2 Structure and components of Indian Financial System</li> <li>1.3 Functions of Financial System in India</li> <li>1.4 Role of Financial System in Economic Development</li> <li>1.5. Financial Sector Reforms since Liberalisation</li> </ul>	12
II	Indian Money Market	<ul> <li>2.1 Meaning and definition of Indian Money Market 2.2 Functions of Indian Money Market</li> <li>2.3 Instruments and Participants in Indian Money Market</li> <li>2.4 Deficiencies of Indian Money Market.</li> <li>2.5 Recent developments in Indian Money Market and the role of the central bank</li> </ul>	12
III	Indian Capital Market	<ul> <li>3.1 Meaning and definition of Indian Capital Market 3.2 Functions of Indian Capital Market</li> <li>3.3 Credit Instruments and Participants in Indian Capital Market</li> <li>3.4 Deficiencies of Indian Capital Market.</li> <li>3.5 Recent developments in Indian Capital Market and its role in economic development</li> </ul>	12
IV	Foreign Exchange Market	<ul> <li>4.1.Foreign Exchange Rate : Concepts and the determination</li> <li>4.2. Meaning and definition of Foreign Exchange Market</li> <li>4.3. Functions of Foreign Exchange Market</li> <li>4.4. Participants in Foreign Exchange Market</li> <li>4.5 Recent developments in Foreign Exchange Market: Spot and Forward Rates</li> </ul>	12
Total No of I (48 minutes		Process Evaluation Process	48 09
		Total	57

# **Teaching Methodology:**

Unit	Unit Title	Teaching	Outcome expected	Weightage
		methodologies suggested	Conceptual understanding Knowledge/Skills/Attributes etc.	of Marks (%)
I	Indian Financial System	<ol> <li>Library work</li> <li>Lecture method</li> </ol>	• Understanding the Indian Financial System. Understanding the meaning, structure and role of the Financial System in India.	Approximately equal weightage to all the Units .
Π	Indian Money Market	<ol> <li>Participative Peer learning</li> <li>Comparative Study</li> </ol>	•Understanding the meaning, functions, credit instruments, deficiencies and recent developments in the Money Market in India.	_
III	Indian Capital Market	<ol> <li>Book Assignment</li> <li>Invited Talk</li> </ol>	•Understanding the meaning, definition functions, credit instruments, deficiencies and recent developments in Capital Market in India	-
IV	Foreign Exchange Market	1.Project Work 2. Presentation	• Understanding the meaning, definition, functions, participants and recent developments in Foreign Exchange Market.	_

Evaluation		Total Marks 100		<b>Project/Practic</b>	
Method	Formativ	e Assessment	Summative	al	
Unit No.			Assessment	Internship	
	CCE I	CCE II	SEMESTER End	20 Marks	
	20 Marks	20 Marks	Examination		
	20 Wai KS	20 Iviai KS	60 Marks		
			(Converted into		
			40)		
I, II, III, IV	Departmentally	Centrally	Preferably	1 Credit	
	organised	Organised	Descriptive		
	assignments	Examination	Examination		

### **Books Recommended:**

### **Mandatory Readings :**

- 1. Avadhani V.A. 'Investment and Securities Markets in India', Himalaya Publishing House ,2019.
- 2. Bhole L.M. 'Financial Institution and Markets' McGraw Hill Education ,2004.
- 3. Khan M.Y. 'Indian Financial System'11th Edition, McGraw Hill Education ,2019.

### **Suggested Readings :**

- Kohok Mukund, 'Business Finance and Financial Services' Himalaya Pub.House ,2015.
- 2. Kumar, Gupta and Kaur, 'Financial Markets and Institutions' Taxmann, 2021
- 3. Meir Kohn, ' Financial Institutions and Markets', Tata MC Graw-Hill Publication 2000
- Michael Brandl, 'Money, Banking, Financial Markets and Institutions', CENGAGE Learning Custom ,2016
- Mittal Anand, 'Economic Reforms and Capital Markets in India', Galgotia Publishing Company, New Delhi. 2003.
- 6. Pathak Bharti V. "The Indian Financial System", Pearson Education [India] Ltd. 2018.

### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Third Year of Bachelor of Commerce-T.Y.B.Com Year of Commencement: - 2023-2024 (June 2021 Onwards) – Sem V Board of Studies: - Business Economics

### **Course Title:- Banking and Finance Paper III**

Course Code : B1-21/506 B (IV) Subject : Banking Law and Practices in India		Total Marks: 100 Credits :3+1				
<ul> <li>Course Objectives :</li> <li>To familiarize the Banking Laws and Practice in correlation to the Banking System in India.</li> <li>To understand the legalities of Negotiable Instruments.</li> <li>To enable the students to know the Banking Ombudsman Scheme.</li> <li>To unfold the Insolvency and Bankruptcy Code, 2016</li> </ul>						
Learning Ou	tcome :					
After complet	ing the Course,	the student will be able to				
LO 1: Under	stand the legal	framework of the Indian Banking System.				
LO 2: Get ac	quainted with	the appropriate use of Negotiable Instrum	ents.			
LO 3: Apply	the knowledge	e of Banking Ombudsman Scheme.				
LO 4: Gain the knowledge about Insolvency and Bankruptcy Code, 2016						
Unit	Unit Title	Contents	No. of Lectures			

Ι	Banking	1.1 Definition of word Banking (Section	12
	Regulation	5B) and	
	Act, 1949:		
	Introductio	Bank (Section 5C)	
		1.2 Objectives of Banking Regulation	
	n, Objectives	Act (BRA), 1949	
	Objectives	1.3 Management (Section. 10, 10A, 10B,	
	and	10BB),	
	Selective	Capital (Section 11)- Reserve Fund	
	Provisions	(Section 17) - Bank Licensing	
		(Section 22) - Branch Licensing	
		(Section 23) - Liquid Assets (Section	
		24), Voluntary Amalgamation	
		(Section 44A) – Compulsory	
		Amalgamation (Section 45)-	
		Liquidation (Section 45 R),	
		1.4 Profit and Loss Account and Balance	
		Sheet,	
		Audit - (Section 29 and 30).	
		1.5 Powers of Reserve Bank of India-	
		(Section 35, 35A and 36)	
		1.6 Banking Regulation Act, 1949.	
		1.7 Cooperative Banks- The Banking	
		Regulation (Amendment) Bill, 2020-	
		Features.	
II	Negotiable	2.1 Introduction-Definition-Meaning-	12
	Instruments	Features of	
	Act, 1881	Negotiable Instruments.	
	1100	2.2 Types of Negotiable Instruments-	
		Promissory	
		Note, Bill of Exchange and Cheque	
		2.3 Parties in Negotiable Instruments	
		0	
		2.4 Negotiation-Presentment-Concepts of Dishonour	
		of Negotiable Instruments	
		2.5 Noting and Protesting	
TTT	Donl-in c	2.1 Important Definitions, Deuline	10
III	Banking Ombudsma	3.1 Important Definitions: Banking	12
		Ombudsman,	
	n Scheme- 2006	Appellate Authority, Authorised	
	2000	Representative,	
		Complaint, Secretariat	
		3.2 Objectives of Banking Ombudsman	
		Scheme-	
		2006	
		3.3 Appointment and Tenure of	
		Ombudsman	

		3.4 Power and Duties of Ombudsman	
		3.5 Procedure for Redressal of Grievance	
IV	Insolvency	4.1 Objectives and importance of IBC,	12
	and	2016	
	Bankruptcy	4.2 Applicability	
	Code, 2016	4.3 Important definitions: (Section 3)	
		Board,	
		Corporate Person, Corporate Debtor,	
		Creditor,	
		Defaultor, Financial Information,	
		Insolvency	
		Professional, Corporate Applicant,	
		Corporate	
		Guarantor, Insolvency and Bankruptcy.	
		4.4 Corporate Insolvency Resolution	
		Process	
		(Section 6,7, 12,13,14)	
		4.5 Liquidation Process (Section 33, 34,	
		35)	
		4.6 Voluntary Liquidation of Corporate	
		Person	
		(Section 59)	
		4.7 Fast Track Corporate Insolvency	
		Resolution	
		Process (Section 55, 56, 57)	
		4.8 Offence and Penalty regarding	
		Corporate	
		(Section 68 to 71)	
		4.9 Bankruptcy Order for Individual and	
		Partnership	
		Firm (Section 121, 125, 126,128, 138,	
		139)	
		4.10 Offence and Penalties regarding	
		Individual	
		(Section 184 to 187)	
		4.11 The framework of Insolvency and	
		Bankruptcy	
		Board of India (Section 188, 196)	
otal No o	f Lectures + Eva	luation	57

### **Books Recommended:**

### **Mandatory Readings :**

- 1. Kandasami K.P. 'Banking Law and Practice', S. Chand Publication,4th Ed. Reprint 2020
- 2. Insolvency and Bankruptcy Code, The Gazette of India, New Delhi. 2016.
- 3. Varshney P.N "Banking Law and Practices', Sultan Chand and Sons ,25th Ed,2014.

### **Recommendaed Readings :**

- 1. Bangia R.K., 'Banking Law and Negotiable Instruments', Allahabad Law Agency, 7th Ed.2023
- 2. Banking Regulation Act- 1949, Universal Law Publishing (BARE ACTS)
- Banking Ombudsman Scheme, Reserve Bank of India, Mumbai, 2006 (As amended upto July 1, 2017).
- 4. K. Natarajan, Yefim Gordon, 'Banking: Theory, Law and Practice' Himalaya Publishing House ,29 Rev.Ed.2022.
- Kothari Vinod, 'Tannan's Banking Law and Practice in India' Lexix Nexis Publisher, 28<sup>th</sup> Ed.2021

### Web Site :

1. www.rbi.org.in

### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Year – III, – Sem. V Year of Commencement - 2023-2024 (June 2023 Onwards) Board of Studies: - Business Laws Course Title: - Business Laws and Practices – II

B.Com –III (Semester V)					
Course Code: B1-21/505C(III)	Subject/Course: Business Laws and Practices – V	Marks: 100 Credits - 04 (Theory 03 + Practical 01=04)			
Course Objectives	:				
1. 10 110 0000	e the students to the Labour Laws in India nd the provision related to The Factories Act, 1948				
	various provisions of The Employees State Insurance Act	. 1948			
<ul> <li>4. To get acquainted with the provisions of The Employees Provident funds and Miscellaneous Provisions Act,1952</li> </ul>					
Course Outcome:					

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

**CO1:**Get an overview about the Labour Laws in India

**CO2:** Understand the basic terms of Licensing, Registration, Worker's Health, Safety and Welfare etc. under the Factories Act, 1948

**CO3:** Get an insight into Benefits, Disputes & Claims and Punishment under The Employees State Insurance Act, 1948.

CO4: Gain knowledge about provisions related to the Employees' Provident Fund scheme,

Employees' pension scheme and Employees Deposit Linked Insurance scheme.

Unit	Unit Title	Contents	No of
			lectures

Ι	An Introduction	1.1 History and Evolution of Labour Laws in India	17
	to Labour Laws in India	1.2 Labour Policy of India	
		1.3. Classification of Labour Laws and an overview of labour laws.	
		1.4 Unfair Labour Practices	
		1.5 Labour Laws in the unorganized sector	
		1.6 Authorities under the Labour Laws in India [Ministry of Labour& Employment –Government of India, Chief Labour Commissioner Labour	
		Courts / Industrial Tribunals,(Appointment, Qualification, Disqualification, Rights & duties)]	
II	The Factories Act,1948	2.1 Introduction, Objectives & Key Definitions, Approval.	14
	(Sections 1-50)	2.2 Licensing and Registration of Factories.	
		2.3 The Inspecting Staff, Provisions Regarding Worker's Health.	
		2.4 Provisions Regarding Safety and Welfare of Workers.	
III	The Employees	3.1 Scope, Application and Definitions	15
	State Insurance Act,1948	3.2 Chapter II of the Act(ESI Corporation, Standing Committee, Medical Benefit Council, Principle	
		Officers)	
		3.3 Chapter III of the Act(Finance &Audit)	
		3.4 Chapter IV-(Contributions, Recovery of Contribution,)	
		3.5 Chapter V(Benefits)	
		3.6 Chapter VI(Adjudication of Disputes & Claims)	
		3.7 Chapter VII(Punishment)	
L			

IV	The Employees	4.1 Introduction, Objectives and scope of the Act,	11
	Provident funds	4.2 Applicability and Constitutional validity of the	
	and	Act.	
	Miscellaneous	4.3 Definitions, Employees' Provident Fund scheme	
	Provisions Act,	4.4 Employees' pension scheme and Employees	
	1952	Deposit Linked Insurance scheme Authorities -	
		Under the Act, and their workings, penalties,	
		offenses and protection.	
Total	No of Lectures + Eva	luation	57(48
			min)

Unit	Unit Title	Teaching methodology	Project /Hands on	Outcome expect		Weigh - tage of Marks (%)
			exposure/Pra ctice based	Knowledge/Ski etc	0	
Ι	An Introduction to Labour Laws in India	Cases of Labour Laws to be Studied. Group Discussion Article Reviews	Project report shall be prepared on Development of labour laws as per their necessity.	Understanding the actual requirement of legal framework in India.	Students will gain basic knowledge of legal framework in India and latest amendments	30
Π	The Factories Act,1948 (Sections 1- 50)	Benefits of Factories Act to be discussed in Group. Internet Sources. Discussion on Legal requirements.	Project report can be prepared on applications of the Factories Act 1948.	Understanding the concept of the Factories Act 1948.	It will help the students to gain insights of the Factories Act 1948	25

III	The Employees State Insurance Act,1948	Group Discussion. Internet Sources. Case Studies, Discussion on various Provisions of the Act.	Project report can be prepared on benefits of Employees State Insurance Act.	Understanding the Scope, Application, Benefit of the Employees State Insurance Act, 1948	It will help the students to gain insights of The Employees State Insurance Act, 1948	20
IV	The Employees Provident funds and Miscellaneou s Provisions Act, 1952	Use of Internet Sources, Case laws on Information Technology.	Project report can be prepared on Provident Fund scheme	Understanding the Employees' Provident Fund scheme, Employees' pension scheme and Employees Deposit Linked Insurance scheme	To gain knowledge about various provision and latest amendments of the act	25

# Projects

Sr. No.	Торіс	Project/s
01	Evolution of labor policies in India	Group Discussion & Survey can be conducted.
02	Applications of Factories Act 1948	Overview & Presentation can be taken.
03	Benefits of Employees state insurance Act.	Online data analysis with library sources.
04	Overview of Employees Provided fund & Miscellaneous provisions Act.	Applications to studied.

### References

Sr.	Title of the Book	Author/s	Publication
No.			
01	Labour Laws	Taxmann	Taxmann
02	Labour& Industrial Laws	S N Misra	Central
			LawPublication
03	Labour and Industrial Laws	M.N. Mishra Central	Central Publication
04	Business & Commercial Laws	Sen & Mitra	The World Press
			Pvt. Ltd.
05	Business Law for Management	Bulchandani K.R.	Himalaya Publishing
			House

#### Web References

Sr. No.	Website Address	Institution
1	https://www.mca.gov.in	Ministry of Corporate Affairs
2	https://www.icai.org	ICAI - The Institute of Chartered Accountants of India
3	https://www.icsi.edu	ICSI - Institute of Company Secretaries of India

### M.E.S. Garware College of Commerce (Autonomous)

#### Third Year B. Com

#### Semester-V

Course	Subject: Cost and Works Accounting II	<b>Marks: 100</b>
Code:		Credits:
B1-21/		3+1
505D(III)		

#### **Course Objectives:**

- 5) To acquaint the students with the concept of 'Overheads' and introduce them to the Cost Accounting Standards.
- 6) To understand the stages involved in the accounting of overheads.
- 7) To understand the accounting treatment for under and over absorption of overheads.
- 8) To acquaint the students with the basics of Activity Based Costing.

#### **Course Outcomes:**

#### After completing the Course, the students shall be able to:

**CO 1:** Understand the concept of overheads and basics of Cost Accounting Standards.

CO 2: Know the stages involved in the accounting of overheads.

CO 3: Get acquainted with the accounting treatment for under and over absorption of overheads.

CO 4: Get acquainted with the basics of Activity Based Costing.

Unit	Unit Title	Contents	No of Lectures
I	Overheads	<ul> <li>1.1 Meaning and definition of overheads.</li> <li>1.2 Classification of overheads</li> <li>1.3 Introduction to Cost Accounting</li> <li>Standards, Cost Accounting Standard Board</li> </ul>	10
Π	Accounting of Overheads (Part-I)	<ul> <li>2.1 Collection and Allocation of overheads.</li> <li>2.2 Apportionment and Reapportionment of overheads</li> <li>2.3 Problems on primary distribution of overheads</li> <li>2.4 Problems on secondary distribution of overheads (Repeated Distribution &amp; Simultaneous Equation methods only)</li> </ul>	15
III	Accounting of Overheads (Part-II)	<ul> <li>3.1 Absorption - Meaning, Rate and Methods of Overhead Absorption</li> <li>3.2 Under and Over Absorption of overheads- Meaning, Reasons and Accounting treatment</li> <li>3.3 Problems on the accounting treatment of under and overabsorption of overheads</li> </ul>	14

#### $\mathbf{C}$ . .

		3.4 Capacity and overhead rates.	
IV	Activity Based Costing	4.1 Definitions-Stages in Activity Based	09
		Costing	
		4.2 Purpose and Benefits of Activity Based	
		Costing	
		4.3 Cost Pools and Cost Drivers	
		4.4 Simple Problems on Activity Based	
		Costing	
Total N	o of Lectures		48
No. of le	ectures for Assessment and F	Evaluation	09
Total le	ctures		57

### **Teaching Methodology:**

Unit	Unit Title	Teaching methodology	Project (If any)		Expected nderstanding	Weight age of Marks
				-	ls/Attributes etc.	(%)
Ι	Overheads	Interactive, Use of e- content.	N/A	Understanding various basic concepts of cost accounting.	Developing an in depth understanding on overheads and their classification.	20
Π	Accounting of Overheads (Part-I)	Interactive, Problem Solving	N/A	Understanding the significance of overheads in the total cost of product/service.	Understanding the treatment of overheads as per traditional methods of overhead distribution.	30
III	Accounting of Overheads (Part-II)	Interactive, Problem Solving	N/A	Developing an understanding of the stages in the process of accounting overheads.	Understanding the application of accounting treatment for under-over absorption of overheads.	30

IV	Activity	Use of e-	N/A	Acquainting with	Ability to	20
	Based	content/guest		the basics of	understand the	
	Costing	lecture.		Activity Based	treatment of	
				Costing	overheads under	
					the modern	
					method of	
					costing.	
					C C	

Sr. No.	Title of the Book	Author/s	Publication
1	Advanced Cost Accounting and Cost Systems	Ravi Kishor	Taxman's Allied Service Pvt. Ltd., New Delhi
2	Students Guide to Cost Accounting	Ravi Kishor	Taxman's, New Delhi.
3	Cost Accounting Principles and Practice	M.N. Arora	Vikas Publishing House Pvt. Ltd., New Delhi.
4	Cost Accounting, Theory and Problems	S.N. Maheshwari and S.N. Mittal	Mahavir book Depot, New Delhi
5	Cost Accounting Principles and Practice	Jain and Narang	Kalyani Publishers, Kolkata
6	Principles and Practice of Cost Accounting	N.K. Prasad	Book Syndicate Pvt. Ltd., Kolkata
7	Generally Accepted Cost Accounting Standards	The Institute of Cost Accountants of India, Kolkata	The Institute of Cost Accountants of India, Kolkata

# **E – Learning Resources:**

Sr No	Торіс	Lectures (Available on YouTube/ Swayam/ MOOCs/ etc.)	Journals/ Articles/ Case Studies
1	Overheads	<ul> <li><u>https://icmai.in/upload/CAS</u> <u>B/2015/GACAP-Final.pdf</u></li> <li><u>https://icmai.in/CASB/casb-resources.php</u></li> </ul>	The Management Accountant
2	Accounting of Overheads (Part-I)	_	The Management Accountant
3	Accounting of Overheads	-	The Management Accountant

	(Part-II)		
4	Activity Based Costing	-	The Management Accountant

	M.E.S. Garware College of Commerce (Autonomous)				
			T.Y. B.Com Semester- V		
Cou Code B1-			Business Entrepreneurship- II	Marks Credit	
Со	urse Objectiv	es:			
2. 3. 4. Co Aft CO CO CO	MSME To study the To understar <u>To study the</u> <b>urse Outcom</b> <b>ter completing</b> 1: Understan 2: Understar 3: Gain the k	procedure nd the conc role of vari e: g the Cours d the conce nd the proce nowledge c nd the role c	ept of MSME and study the government s of formation of MSME ept of Business Plan and Project Report ous institutions in project assistance e, the students will be able to: ept of MSME and government schemes rel edure of forming the MSME on preparation of business plan and project of various institutions in project assistance	ated to MSN	
Unit	Unit 1	ītle	Contents		No of Lectur es
1	Micro Sma Medium Enterprise (MSME) Po 2020:	S	<ol> <li>Introduction, Definition, Invest and Annual Turnover,</li> <li>Key Announcements of Atman Bharat Abhiyan,</li> <li>Criteria</li> <li>Classification of Enterprises,</li> <li>Government Schemes for MSM India, Covid impact on MSME</li> </ol>	lirbhar	1

	<b></b>		
II	Formation Under MSME:	<ul> <li>2.1 Identification of Business opportunities</li> <li>2.2 Scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.</li> <li>2.3 Registration under MSME &amp; Udyam Registration Portal</li> </ul>	12
		<ul> <li>2.4 MSME Development and Service covered under MSME</li> <li>2.5 Eligibility for MSME &amp; Limits of MSME</li> </ul>	
	Business Plan Preparation And Project Report:	<ul> <li>MSME</li> <li>3.1. Meaning and importance of Business Plan, Objectives ,Selection of suitable form of organization</li> <li>3.2. Precautions to be taken by an entrepreneur while preparing Business Plan.</li> <li>3.3. Meaning, Concept and classification of projects</li> <li>3.4. Project for Retail store, Oil Mill, Cold Storage, Eco friendly Bag production- Reasons for failure of project</li> <li>3.5. Project Appraisal - Break - Even Analysis and Ratio Analysis : Debt : Service Coverage Ratio - Gross Profit : Net Profit Ratio and Return on Investment (ROI ), Project Audit</li> </ul>	13
IV	Project Assistance	<ul> <li>4.1 Financial assistance through State Financial Corporation's (SFC's,)</li> <li>4.2 District Industries Centre (DIC), Maharashtra Industrial Development Corporation (MIDC), National Institute for Entrepreneurship and Small Business Development (NIESBUD), National Institute of Small Industry Extension Training (NISIET), Small Industries Development Organization (SIDO), Small Industrial Development Bank of India (SIDBI), Technical Consultancy Organization (TCO), Commercial</li> </ul>	14

Total		57
Total No. lectures for Evaluation		9
Total No of Teaching Lectures		48
4.4	Banks, Industrial Finance Corporation of India (IFCI) – Non- financial assistance from District Industries Centre (DIC), Small Industries Service Institute (SISI), Khadi and Village Industries Commission (KVIC) – Financial incentives for Small Scale Industries (SSI's) and Tax Concessions – Assistance for obtaining Raw Material, Machinery, Land and Building, Venture Capital and Technical Assistance MUDRA Loans	48

# Teaching Methodology:

			Outcome	e expected	Weighta ge of
Unit	Unit Title	Teaching methodology		understanding lls/Attributes etc.	Marks (%)
1	Micro Small And Medium Enterprises (MSME) Policy 2020:	PowerPoint Presentations Group Discussions	Knowledge of MSME and various Govt. Schemes	Awareness of Govt.schemes in details , eligibilities for that will be known to students	20%
2	Formation of MSME:	Power Point Presentations	Students will gain knowledge on documentation and registration procedure on Udyam Portal	Students will be encouraged towards forming MSME	25%
3	Business Plan Preparation And Project Report	Case studies Power Point Presentations	Students will learn the Environmental scanning techniques	Students can take the initiative to prepare the project report	27%
4	Project Assistance	Guest Lecture PowerPoint Presentations Group discussions	Students will understand the schemes of assistance by FIs	Students will be motivated	28%

C	The false D		
S	Title of the Book	Author/s	Publication
r			
NI			
N			
0			
1	'A Complete Guide to Successful Entrepreneurshi p'	Pandey G. N	Vikas Publishing House Pvt Ltd.
2	Developing Entrepreneurship, Issues and Problems	S.V.S. Sharma, Udai Pareek and T.V. Rao,	Tata McGraw Hill, New Delhi.
3	'The New Business Road Tests	Prof. John Mullins	Pearson
4	Small Business and Entrepreneurship	Anil Kumar	International Publishers
5	Entrepreneurshi p Development	Dr. Venkataramanappa	
6	Entrepreneurs hip - Strategies and Resources	Mark. J. Dollinger	Pearson Edition
7	'Entrepreneurship	Prof. Rajeev Roy	Oxford University Press

# E – Learning Resources:

Sr.	Торіс	Lectures (YouTube/ Swayam/	Study Material/ Journals/
No		MOOCs/ etc.)	Articles/ Case Studies
1	Experts Discuss MSME's Role In India's Growth, It's Challenges &	<u>https://www.youtube.co</u> <u>m/watch?v=pEF1lSI340M:</u>	<b>Paper</b> : Women entrepreneurs and business venture growth: an examination of the

2	Opportunities   Sashakt India PM Shri Narendra Modi's Speech at launch of MSME Support & Outreach Programme	https://www.youtube.com/watc h?v=FXbOG3LD9VU	influence of human and social capital resources in an Indian context (Open Access) Link:https://www.tandfonli ne.com/doi/abs/10.1080/0 8276331.2013.821758
3	Ratan Tata: Moving the Tata Group Beyond India Strengthening the MSME sector	https://www.youtube.co m/watch?v=9mySvo- EPTO https://www.youtube.co m/watch?v=912QdBXaigs	Paper:Promoting entrepreneurship to alleviate poverty in India: An overview of government schemes, private-sector programs, and initiatives in the citizens' sector Link : https://onlinelibrary.wi ley.com/doi/abs/10.10 02/tie.21437
5.	Government is committed to creating policies that meet your needs: PM Modi to MSMEs	https://www.youtube.co m/watch?v=7H1BdaGGAN w	Paper :Opportunities and constraints for Indian MSMEs Link:

\*\*\*\*\*\*

# MES Garware College of Commerce (Autonomous) Second Year B Com Semester – V Course Code: Subject: Business Administration (Finance) – III Marks: 100 B1-21/506A(IV) Credits :3+1 Credits :3+1 Course Objectives: 1. To acquaint the student with knowledge about Corporate Finance and the Structure of the Indian Financial Market 2. To develop the Financial Planning Skills among the students 3. To educate the students on the importance of Capitalization and Optimum Capital Structure 4. To create awareness among the students regarding various sources of Finance available for

raising Corporate Capital

### **Course Outcome:**

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

**CO 1:** Understand the concept of Corporate Finance and structure of the Indian Financial Market.

**CO 2:** Develop the understanding of Financial Planning Skills

CO 3: Get acquainted with the importance of Capitalization and optimum Capital Structure.

CO 4: Understand the various sources of Finance available for raising Corporate Capital

Unit	Unit Title	Contents	No of Lectures
1	Introduction to	1.1 Meaning, Features, Need,	15
1	Corporate Finance and	Importance of Corporate Finance, Finance Functions (Executive and Routine Functions)	15
	Indian Financial System	<ul> <li>1.2 Meaning, Objectives, Scope of Financial Management</li> <li>1.3 Indian Financial Market – Meaning and Structure (Money</li> </ul>	
		Market & Capital Market) 1.4 Stock Exchange – Meaning, Features, Functions.	
		<ul><li>1.5 Bombay Stock Exchange,</li><li>National Stock Exchange of India,</li><li>Dematerialization</li></ul>	
		of Securities 1.6 Securities Exchange Board of India – Objectives, Powers and	

		Functions	[ ]
		1.7 Credit Rating Agencies –	
		Function/ Role and Advantages.	
		Overview of Credit Rating Information Services of India Limited (CRISIL)	
		Investment Information and Credit Rating Agency of India (ICRA) Limited	
		Credit Analysis and Research (CARE) Limited.	
2	Financial Planning	1.1 Financial Planning – Meaning, Nature and Characteristics, Scope, Importance, Advantages and Limitations,	12
		<ul><li>1.2 Steps in Financial Planning</li><li>1.3 Factors Influencing Financial</li><li>Plan Formulation</li></ul>	
		1.4 Methods of Estimating Financial Requirement	
3	Capitalization	1.1 Capitalization and Capital	15
	and Capital	Structure	
	Structure	<ul> <li>1.2 Capitalization – Concept,</li> <li>Factors governing capitalization,</li> <li>Over and Under capitalization -</li> <li>Causes and effects, Fair</li> <li>Capitalization.</li> </ul>	
		1.3 Capital Structure- Meaning, Concept and Principles of capital structure, Factors influencing the pattern of capital structure.	
		1.4 Trading on equity- Concepts and effects.	
4	Sources of Corporate Finance	1 Types of Capital – Fixed and Working, Owned and Borrowed, Short Term, Medium Term and Long Term	15
		1.2 Sources of Capital – Bank	

Total No of Lectures		57
	1.3 Concept Cost of Capital and Concept of Risk and Return	
	Preference Shares Stock Dilution and Flotation	
	Debentures, Equity Shares,	
	Bank Loan, Merchant loan,	
	Operating Lease, Hire Purchase,	
	Accounts, Financial Lease,	
	Overdraft, Trade Credit Accrual	

Unit	Unit Title	Teaching methodology	Project (If any)	Outcome expe Conceptual un Knowledge/Sk etc		Weightage of Marks (%)
1.	Corporate Finance and Indian Financial System	Lecture Method		To know the concept of Corporate Finance and Structure of the Indian Financial Market	Understand the concept of Corporate Finance and structure of the Indian Financial Market	26%
2.	Financial Planning	Lecture Method, Expert talks, Interviews of Entrepreneurs by students.		To be able to understand certain skills of Financial Planning	Develop the understanding of certain skills of Financial Planning among the Students by introducing them to the process of efficient Financial Planning.	21%

3.	Capitalization and Capital Structure	Lecture Method, group discussion		Get acquainted with the importance of Capitalization and optimum Capital Structure.	26%
4.	Sources of Corporate Finance	Lecture Method	To be able to understand the various sources of Finance available for raising Corporate Capital	Understand the various sources of Finance available for raising Corporate Capital	26%

# List of Books Recommended:

Sr. No.	Title of the book	Author/s	Publication
1.	Capital Market and Financial System in India	Asheesh Pandey	Ingram short title
2.	Capital Market	S Gurusamy	McGraw Hill Education
3.	Indian Financial System: Financial Markets,Institutions and Services	Siddhartha Sankar Saha	McGraw Hill
4.	Capital Marketing and Securities Law	Kumar Rajnish	Commercial law Publication
5.	Investment Analysis and Portfolio Management	Chandra Prosanna	Tata McGraw-Hill Education Private Limited
6.	An Introduction to International Capital Markets: Products, Strategies, Participants	Andrew M. Chisholm	willey
7	Capital Markets in India	Rajesh Chakrabarti	SAGE Response

9	Case studies in Business Administration	Deverell, C.S.	Macmillan Press, 1972
10	Essentials of Business Administration	Aswathappa K	Bombay, Himalaya Publishing House, 1985
11	Handbook of Business Administration	Maynard H.B.	Mcgraw-hill, 1967
12	Fundamentals Of Financial Management	Vyuptakesh Sharan	Dorling
13	Financial Accounting for Management	N Ramchandra	Tata Mcgraw Hill

# **E-Learning Resources:**

Sr. No	Торіс	Lectures (available on YouTube/Swayam/MOOCs, etc.)	Films	Journals/Articles/ Case Studies
1	Corpo rate Financ e and Indian Financ ial Syste m	https://www.youtube.com/watch?v=I OnC_wwRVMg		https://timesofindia .indiatimes.com/bu siness/markets/sens ex/dabur-tata- chemicals-hero- motocorp-and- other-stocks-in- news- today/articleshow/9 5109570.cms
2	Financ ial Planni ng	https://www.youtube.com/watch?v=p v77fN7h4CI		https://www.holisti cinvestment.in/fina ncial-planning- articles/

### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Year – III, Third Year of Bachelor of Commerce – T.Y.B.Com– Sem. V Year of Commencement - 2023-2024 (June 2023 Onwards) Board of Studies: - Business Laws Course Title: - Business Laws and Practices – III

B.Com-III (Semester V)				
Course Code:	Subject/Course:	Marks: 100 Credits - 04 (Theory 03 +		
B1-21/506C(IV)	Business Laws and Practices - V	Practical 01=04)		

### **Course Objectives:**

- 1. To understand the Basic Concepts of Custom Law & GST Law
- 2. To familiar the students with applications of Custom Law & GST Law
- 3. To educate the students on the recent trends in Custom Law & GST Law
- 4. To develop practical knowledge and their implication in Business in relation to GST Law.

### **Course Outcomes:**

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

CO1: Understand the Basic Concepts of Custom Law & GST Law

**CO2:** Familiarize the students with applications of Custom Law & GST Law

**CO3:** Educate the students on the recent trends in Custom Law & GST Law

**CO4:** Develop practical knowledge and their implication in Business in relation to GST Law.

Unit	Unit Title	Content	No. of
			Lecture:
I	Custom Act 1962	<ul> <li>1.1. Meaning object and scope,</li> <li>Definitions - Customs Area, Customs</li> <li>Port/Air Port/Station /Water -</li> <li>Prohibited goods - smuggling -</li> <li>Shipping Bill - Entry Bill of Entry-Bill</li> <li>of Export - Costal Goods.</li> </ul>	16

		1.2. Levy and exemption from Custom	
		duty - Valuation of goods for purpose	
		of assessment.	
		1.3. Clearance of Imported and	
		Exported goods - Confiscations of	
		goods and conveyances and imposition	
		of penalty	
II	GST In India- An	2.1 Constitutional Background &	14
	Introduction	Introduction of Goods & Service tax in India (CGST Act, 2017 & IGST Act,	
		2017)	
		/	
		2.2 Important definitions & concepts	
		under CGST Act, 2017	
		2.3 Types of GST	
III	GST - Applicability,	3.1 Applicability & Exemption under	14
	Registration	GST	14
	Procedure &		
	Administration of	3.2 Registration procedure under GST	
	GST	3.3 Administration of GST & Role of	
		GST Council	
IV	GST- Returns &	4.1 Various Returns and their due dates	13
	Audit	under GST Laws	
		4.2 Applicability of Audit under GST	
		4.3 Accounting & Books to be	
		maintained under GST	
		4.4 Offences & Penal Provisions under	
		GST Laws	
Tota	l No. of Lectures +	57 (48 min)	
	Evaluation		

Uni t	Unit Title	Teaching methodolog	Project/Hands on exposure/Practice based	1.Outcome expected	Weightag e of
		y	-	2.Purpose	Marks
				skills to be	(%)
				developed	
Ι	Custom Act	Pre	• You Tube E-	Equip students	25
	1962	Literature,	Content Sources.	with the	
		Case		knowledge of	
		Studies,	• E-Content on the	Custom Law	
		Group	Custom Act 1962	in India	

II	GST In India- An Introduction	Discussion, PPT Presentation, Pre Literature, Moot court Lecture, Group Discussion, Pre-reading, Quiz, Competition, Expert lecture.	<ul> <li>provided by UGC/University/M OOC etc. to be analyzed</li> <li>YouTube E- Content sources</li> <li>E-Content on the GST in India - An Introduction provided by UGC/ University / MOOC etc. to be analyzed.</li> </ul>	25
III	GST - Applicability, Registration Procedure & Administratio n of GST	Field visit, PPT Presentation, Interaction with the industry expert, Article Reviews	<ul> <li>You tube E-Content sources.</li> <li>E-Content on the GST Applicability Registration Procedure &amp; Administration of GST provided by UGC/University/M OOC etc. to be analyzed.</li> <li>To give Comprehensiv e insight about the GST Applicability, Registration Procedure &amp; Administratio n of GST</li> </ul>	25
IV	GST- Returns & Audit	Case studies, Group Discussion, Quiz Competition, Expert Lecture, Team exercise,	<ul> <li>You tube E-Content Sources.</li> <li>E-Content on the GST Returns &amp; Audit provided by UGC/University/M OOC etc. to be analyzed.</li> <li>Equip students with the knowledge of GST Returns &amp; Audit.</li> </ul>	25

### References

Sr. No.	Title of the Book	Author/s	Publication
01	Guide to The Customs Act-	B.N. Gururaj	Lexis Nexis
	Law Practice And Procedures		
02	The Customs Act 1962 Bare	Government of India	Educreation
	Act with Amendments		Publishing
03	Taxmann's GST and Customs	CA.K.M.Bansal	<b>Taxmann Publication</b>
	Law		Pvt. Ltd.
04	Taxmann's GST Practice	Aditya Singhania	Taxmann Publication
	Manual		Pvt. Ltd.
05	Goods and Services Tax GST	H.C. Mehrotra, V.P.	Sahitya Bhawan
		Agarwal	Publication
06	GST Made Simple	Awdhesh Singh	Centax Publication

# **Project/ Practical for Semester III**

Торіс	Mode of Project/ Practical
Levy and exemption from Custom duty	Case study / Library Assignment
Constitutional Background of GST	Overview and Presentation can be taken
Registration procedure under GST	Filled up the registration form
Various Returns under GST Law	Filled up the Various Returns form.

### Websites

https://www.cbic.gov.in/htdocs-cbec/gst/gstacts	GST
https://legislative.gov.in/sites/default/files/A1962-	Custom Act 1962
<u>52.pdf</u>	

M.E.S. Garware College of Commerce (Autonomous)									
T.Y.									
B.Com									
Semester -V									
Course Code:		Techniques of Cost Accounting and Cost	Marks: 100						
B1-21/506		Audit (CWA) - III	Credits: 3+1						
(IV)									
Course Obje	ectives:								
2. To acquai	nt the studer	nts with basic concepts of Marginal Con Its with application of Marginal Costing edge on Budgetary Control & various t	g Techniques						
Duagets.									
		s with the basic concept of Uniform Co	osting and						
Inter-firm co	Inter-firm comparison								
Course Outcome: After completing the Course, the students will be able to									
CO 1: Under	stand concepts	s of Marginal Costing							
CO 2 :Apply	Marginal Costi	ing Techniques							
CO 3: Unde	rstand concept	of Budget, Budgetary Control and various ty	pes of Budgets						
CO 4: Understand Uniform Costing and Inter-firm comparison									
Course Contents :									
Unit (	Unit Title	Contents	No of Lectures						

	Marginal Costing Basic	<ul> <li>1.1 Meaning and concepts- Fixed cost, Variable costs, Contribution, Profit-volume Ratio, Break-Even Point, Margin of Safety and Angle of Incidence.</li> <li>1.2 Cost-Profit-Volume Analysis- Assumptions and limitations of cost-profit volume analysis</li> </ul>	13
11	Marginal Costing - Decision Making	<ul> <li>2.1 Application of Marginal Costing Technique:- Profit Planning, Make or buy decision, Optimizing product mix, Alternative use of production facilities, Evaluation of performance Acceptance of export order &amp; Limiting factors.</li> <li>2.2 Case-lets based on decision making</li> </ul>	13
	Budgetary Control	3.1 Definition and Meaning of Budget &	14
		Budgetary	
		control	
		3.2 Objectives, essentials, and procedure of	
		Budgetary control	
		3.3Advantages and Limitations of Budgetary	
		control	
		3.4 Types of Budgets	
		3.5 Zero Base Budgeting	
		( Simple practical problems based on cash and	
		flexible	
IV	Uniform costing	4.1 Meaning, objectives, advantages, and	08
	and Inter-firm Comparison	Disadvantages of Uniform Costing.	
	,	4.2 Uniform Cost Manual	
		4.3 Meaning, pre-requisite, advantages, and	
		Disadvantages of Inter-firm comparison.	
		(Theory Only)	
Total No	o of Lectures	<u> </u>	48
Total No. of Lectures for Evaluation			09

Unit	Unit Title	Teaching methodology	Outcome expected Conceptual understanding Knowledge/Skills/Attributes etc.		Weightage of Marks (%)
1	Marginal Costing Basics	PPT and Lecture Method, Problems	Conceptual Knowledge will be acquired by students	Development of overall outlook of Marginal Costing.	28%
2	Marginal Costing -Decision Making	Lecture Method, Problems	Practical Knowledge will be acquired by students	Development of overall outlook of Marginal Costing.	27%
3	Budgetary Control	Discussion , PPT	Knowledge of Budgetary Control will be gained by students	Develop knowledge on Budgetary Control & various types of Budget	29%
4	Uniform costing and Inter-firm Comparison	Discussion , PPT , Lecture method	Students will acquire skills and knowledge on uniform Costing	Students will Understand the implementation n of Interfirm comparison	16%

S r	Title of the Book	Author/s	Publication
N o			
1	Theory and Techniques of Cost Accounting.	B.L. Lall and G.L. Sharma	Himalaya Publishing House
2	Advanced Cost Accounting	Dr.Kishor. M. Jagtap	Tech-Max Publication
3	Cost Accounting Principles and Practice	Jain and Narang	Kalyani Publishers,
4	Advanced Cost Accounting	Dr. D. M. Gujrathi	Idol Publication
5	Cost Accounting	P. V. Rathnam and P. Lalitha	Kitab Mahal
6	Cost Accounting, Theory and Problems,	S.N. Maheshwari and S.N. Mittal	Mahavir book Depo
7	Advanced Cost Accounting	S. P. Jain and K. L. Narang	Kalyani Publication

# E – Learning Resources:

S r N o	Торіс	Lectures (YouTube/ Swayam/ MOOCs/ etc.)	Study Material/ Journals/ Articles/ Case Studies
1	Marginal Costing	https://icmai.in	Articles from the Professional Journals such
2 3	Marginal Costing- Decision Making Budgetary Control	www.globalcma.in eclm.unpune.ac.in	as The Management Accountant,
			The Chartered Accountant,
			The Chartered Secretary,
			The Institute of Chartered Financial Analyst of India
		Guest Lectures by Field Persons such as working executives from industries and of Practicing Cost and Management Accountants	
4	Uniform costing and Inter-firm Comparison		

### \*\*\*\*\*

	M.E.S. Garware College of Commerce (Autonomous)								
	T.Y. B.Com Semester- V								
Οοι	ırse Code:		Pusiness Entrenzeneurshin III	Marks	s: 100				
B1- (IV)	21/506 E		Business Entrepreneurship- III	Credi	its: 3 + 1				
Οοι	urse Objectives:								
2. 3. 4.	behavior requir To equip stude for Entrepreneu To enable stude experiences an To provide insig Entrepreneursh	ed for nts wit urship ents to d achie ghts on	with the concepts of Organization and Organization and Organization and Organization and Organization and Organization by the basic concepts of Individual Behavior understand the role of attitude in entrepretevements of entrepreneurs the concept of group and group dynamics	ur and Pers neurship, t	sonality				
Co	urse Outcomes:								
Aft	er completing tl	ne Cou	rse, the students will be able to:						
CO	1: Understand entreprend		pts of Organization and Organizational beh	iavior requ	ired for				
CO E	<b>2:</b> Understand Entrepreneurshij		oncept of Individual Behaviour and Persona	ality for					
со		0	out the role of attitude in entrepreneurship achievements of entrepreneurs	o, their life					
	<b>CO 4:</b> Get acquainted with the concepts of group and group dynamics for Entrepreneurship								
Course Contents:									
Unit	Unit Title	e	Contents		No of Lectur es				

	Organizational Behavior for Entrepreneurship	1.1 1.2 1.3	Organization: Meaning, Definition, Goals, Approaches. Organizational Behavior for Entrepreneurship: Meaning, Definitions, Need, Nature, Importance & Scope, Characteristics, Types, Objectives, Merits and Demerits of Organizational Behavior for Entrepreneurship, Organizational Behavior Models. Developing Entrepreneurial Behavior in the Organization: Opportunity Identification, Opportunity Facilitation, Organizational Competencies and Individual Competencies	12
	Individual Behavior and Personality for Entrepreneurship	2.1	Individual Behavior for Entrepreneurship: Characteristics, Determinants of individual behavior, Requisites for Individual Behavior in Entrepreneurship. Personality for Entrepreneurship: Meaning, Definitions, Characteristics, Determinants of Personality for Entrepreneurship. Personality Traits, Personality Development, Emotional Intelligence for Entrepreneurship, Entrepreneurial Personality, Difference between Individual Behavior and Group Behavior in Entrepreneurship, Factors of Personality, Role of Personality, Theories of Personality	12
111	The Study of Autobiographies of Entrepreneurs	3.1.	<ul> <li>Autobiographies of Entrepreneurs:</li> <li>3.2.1. Mr. Anand Mahindra (Chairman, Mahindra &amp; Mahindra)</li> <li>3.2.2. Mr. Baba Kalyani (MD, Bharat Forge)</li> <li>3.2.3. Mr. Shiv Nadar (Indian Industrialist)</li> <li>3.2.4. Mr. Laxmi Niwas Mittal (CEO, Arcelor Mittal)</li> <li>3.2.5. Mr. Adar Poonawala (CEO, Serum Institute of India, India's Vaccine King)</li> <li>3.2.6. Women Entrepreneurs: Falguni Nayar (The founder of Nykaa)</li> <li>3.2.7. Kiran Mazumdar Shaw (Founder of Biocon Ltd)</li> </ul>	12

IV	Group and Group Dynamics for Entrepreneurship	4.1	Group: Meaning, Definition, Classification, Group Task, Group Size, Group formation process, Group Structure. Group Dynamics for Entrepreneurship: Influence in Group, Types, Principles and Functions of Group Dynamics in Entrepreneurship, Group Cohesion- Helping Behavior, Cooperation and Competition, Improved Work Group. Role of Entrepreneur.	12
No. of	Lectures			48
Lecture	es for Evaluation			09
Total N	lo. of Lectures			57

# Teaching Methodology:

Unit	Unit Title	Teaching methodology	Outcome expected Conceptual understanding Knowledge/Skills/Attributes etc.		Weightage of Marks (%)
1	Organizational Behavior for Entrepreneurshi p	PowerPoint Presentations Group discussions	Understand the basic concepts of Organization and Organizational behavior required for entrepreneurship	Conceptual understanding Fundamental Knowledge	25%

2	Individual Behavior and Personality for Entrepreneurshi p	PowerPoint Presentations Expert talk Completing research or conceptual papers on topics	Understand basic concept of Individual Behaviour and Personality for Entrepreneurshi p	Conceptual understanding Applicability skills	25%
3	The study of Autobiographie s of Entrepreneurs	Interview of an entrepreneur Case studies Biographical videos or CDs of entrepreneurs	Understand the role of attitude in entrepreneurshi p, their life experiences and achievements of entrepreneurs	Applicability skills Understanding the new age entrepreneur and will learn each. Understanding to interpret their own business plan.	25%
4	Group and Group Dynamics for Entrepreneurshi p	PowerPoint Presentations Group discussions Case studies	Get insights on the concept of group and group dynamics for Entrepreneurship	Conceptual understanding Fundamental Knowledge	25%

Sr. No.	Title of the Book	Author/s	Publication
1	Cut the crap and jargon	Shradha Sharma and T N Hari	Portfolio
2	The manual for Indian Startups	Vijay Kumar Ivaturi, Meena Ganesh, Alok Mittal, Sriram Subramanya & Prof Sadagopan	Penguin Enterprise
3	Entrepreneurship Development	Khanna S.S	Chand, New Delhi.
4	Failing to succeed: The story of India's first e-commerce company	K.Vaitheeswaran	Rupa & Co
5	A Complete Guide to Successful Entrepreneurship	Pandey G.N.	Vikas Publishing House PvL Ltd.
6	Small Business and Entrepreneurship	Anil Kumar	I.K. International Publishers

# E – Learning Resources:

Sr. No.	Торіс	Lectures (YouTube/ Swayam/ MOOCs/ etc.)	Study Material/ Journals/ Articles/ Case Studies
1	Organizational Behavior for Entrepreneurship	https://onlinecourses.npt el.ac.in/noc21_mg82/previ ew	Research paper links: https://www.researchg
		<u>https://www.youtube.co</u> <u>m/watch?v=FHd52pytcZ8</u>	ate.net/publication/259 549014_Entrepreneurial _Behavior_in_Organizati ons_Does_Job_Design_
2	Individual Behavior and Personality for Entrepreneurship	<u>https://onlinecourses.swa</u> yam2.ac.in/cec21_mg22/p <u>review</u>	Matter

3	The study of Autobiographies of Entrepreneurs	Interview videos: https://www.youtube.co m/watch?v=u17eJXt4H_w	Article on: Team and Group Dynamics in Organizations: Effect on Productivity and Performance
		<u>https://www.youtube.co</u> m/watch?v=eZgWt8Xtt1g	Link:
4	Group and Group Dynamics for Entrepreneurship	<u>https://onlinecourses.npt</u> <u>el.ac.in/noc22_mg39/prev</u> <u>iew</u>	<u>https://www.scirp.org/j</u> ournal/paperinformatio n.aspx?paperid=115876

### MES Garware College of Commerce (Autonomous)

### Third Year B Com

Semester-V

Course Code:	Subject: Marketing Management – III	<b>Marks: 100</b>
B1-21/506F(IV)		Credits : 3+1

1. To introduce the conceptual understanding of advertising and advertising media.

- 2. To provide the students the knowledge of various appeals and approaches in advertisement.
- 3. To make aware of the economic, social and regulatory aspects of advertising.
- 4. To understand the role of Brand Management in marketing.

### **Course Outcome:**

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

**CO 1:** Develop conceptual understanding of advertising and advertising media.

CO 2: Understand the knowledge of various appeals and approaches in advertisements.

CO 3: Get acquainted with the economic, social and regulatory aspects of advertising.

**CO 4:** Get knowledge about the role of Brand Management in marketing.

Unit Unit Title		Contents	No of Lectures
1	Introduction	1.1 Fundamentals of Advertising: Definition of Advertising,	15
	to Advertising	Objectives of Advertising, Functions of Advertising 1.2 Types of Advertising, Benefits and Limitations of Advertising, Role of Advertising in Modern	
		Business, Role of Advertising in Marketing Mix. 1.3 Advertising Media: Definition, Classifications and Characteristics of Different	
		Advertising Media, Factors affecting 1.4 Selection of Advertising Media, Media Mix, E-	

		Advertising	
2	Appeals and Approaches in Advertisement	<ul> <li>1.1 Appeals: Introduction of Different Appeals and their Significance, Advertising Message, Direct and Indirect Appeal</li> <li>1.2 Relation between Advertising Appeal and Buying Motive</li> <li>1.3 Approaches: Positive and Negative Emotional Approaches to Advertisement</li> </ul>	15
3	Economic, Social and Regulatory Aspects of Advertising	<ul> <li>1.1 Economic Aspects-Effects of Advertising on Production Cost</li> <li>1.2 Effects of Advertising on Distribution Costs, Effects of Advertising on Consumer Prices, Advertising and Monopoly</li> <li>1.3 Wastes in Advertising, Social Aspects - Ethics in Advertising, "Truth" in Advertising</li> <li>1.4 Regulatory Aspects-Role of Advertising Standards Council of India (ASCI).</li> </ul>	15
4	Brands and Brand Management	<ul> <li>1.1 Meaning &amp; definitions of brand, Characteristics of brands</li> <li>1.2 Types of brands, Advertising and Branding, Brand Extension</li> <li>1.3 Brand identity, Identity Sources – symbols, logos, trademarks, Brand loyalty</li> <li>1.4 Brand Management Process, Challenges in New Branding</li> </ul>	12

Total No of Lectures	48
Total No. Lectures for Assessment and Evaluation	9
Total	57

Unit	Unit Title	Teaching	Project (If	Outcome expec	cted	Weightage
		methodology	any)	Conceptual un Knowledge/Ski etc	-	of Marks (%)
	Introduction to Advertising.	Lecture Method		Develop conceptual understanding of advertising and advertising media.	To develop conceptual understanding.	26%
2.	Appeals and Approaches in Advertisement	Lecture Method		To provide the students the knowledge of various appeals and approaches in advertisement.		26%
3.	Economic, Social and Regulatory Aspects of	Lecture Method, group discussion		Get acquainted with the economic, social and regulatory		26%

Advertisir	ng	aspects of advertising.	
4 Brands an Brand Managem	Method, Case studies, E-	Get knowledge about the role of Brand Management in marketing.	21%

# List of Books Recommended:

Sr. No.	Title of the book	Author/s	Publication	
1.	Marketing Management	Philip Kotler	Pearson Publication	
2.	Marketing Management,	Rajan Saxena	McGraw Hill Education	
3.	Marketing Management,	V. S. Ramaswamy & S.Namakumari	Macmillan Publication	
4.	Strategic Brand Management, Building, Measuring and Managing Brand Equity.	Keller .K	Pearson Publication	
5.	Marketing Management,	Dr.K.Karunakaran	Himalaya Publishing House	
6.	Agriculture Marketing,	J.W.Barker	Oxford University Press	

7	Sales Forecasting Management: A Demand Management Approach	John T.Mentzer & Mark A. Moon	Sage Publications
9	A framework for marketing management	Philip Kotler	Pearson Publication New Delhi
10	Marketing Management	Rajan Saxena	McGraw Hill Education New Delhi
11	Principles of Marketing	Philip Kotler	Pearson Publication New Delhi
12	Advertising Management	Rajiv Batra	Pearson Publication New Delhi
13	Marketing Management	V. S. Ramaswamy & S. Namakumari	Macmillan Publication Noida

### **E-Learning Resources:**

Sr. No	Торіс	Lectures (available on YouTube/Swayam/MOOCs, etc.)	Films	Journals/Articles/ Case Studies
•	1 Introdu ction to Advert ising.	https://www.youtube.com/watch?v=q BFSPT9xoDg&list=PL15vi1556JdT3 Bn0adtESRczCoPX11K36	https://www.you tube.com/c/You ngentrepreneurs forum https://www.you tube.com/c/Start upStoriesTV	https://journals.sag epub.com/home/iei https://www.youtu be.com/c/StartupSt oriesTV
	2 Appeal s and Approa ches in Advert		https://www.you tube.com/c/You ngentrepreneurs forum	

isemen		
t		

### Maharashtra Education Society's Garware College of Commerce (Autonomous) Programme – B.Com Third Year Bachelor of Commerce Semester V Year of Commencement – 2023-24 (June 2023 onwards) Board of Studies – Accountancy, Costing and Taxation Course Title: Tax Procedures and Practices Paper V

Course Code:	Subject: Vocational Taxation Paper IX Custom	Marks: 100
B1- 21/507(9)		Credits: 03+1=4

#### **Course Objectives:**

- 9) To develop the understanding of the concept of Customs Law and acquire the ability to analyze such concept.
- 10) To develop an ability for computation of various types of Custom Duties.
- 11) To learn the Import Procedures & Export Procedures as per the Customs Law.
- 12) To understand provisions of classification and valuation of goods as per the Customs Law.

#### **Course Outcomes:**

#### After completing the Course, the students shall be able to:

CO 1:Understand the Definitions under Custom Law & Constitutional aspects

**CO 2:** Develop Comprehensive understanding about the types of Custom Duties. Acquaint knowledge and application of types of Custom Duties.

**CO 3:** Develop Conceptual Clarity and Practical understanding of classification and valuation of goods.

CO 4: Gain Practical knowledge about Import Procedures & Export Procedures

#### **Course Content:**

Unit	Unit Title	Contents	No of Lectures
Ι	Introduction of Customs Law	<ul> <li>1.1 Introduction to customs law including Constitutional aspects</li> <li>1.2 Important Definitions under Customs Law</li> <li>1.2 Basis of charge of Custom Duty &amp; Taxable Event</li> </ul>	12
II	Types of Custom	2.1 Types of Custom Duties	14

	Duties	2.2 Problems on Computation of Custom Duty	
III	Classification and	3.1 Classification of Goods for Custom Duty	14
	Valuation of Goods	3.2 Valuation of Goods for Custom Duty	
IV	Import & Export	4.1 Import Procedure & Export Procedure	08
	Procedure	4.2 Prohibition on Importation & Exportation	
		4.3 Disposal of Prohibited Goods	
		4.4 Goods Imported and Exported by Post	
Total No of	Lectures		48
No. of Lect	ures for Assessment and	Evaluation	09
Total Lectu	ires		57

### **Teaching Methodology:**

Unit	Unit Title	Teaching methodology	Project (If any)	Outcome	e Expected	Weight
		methodology	(II any)	-	understanding lls/Attributes etc.	age of Marks (%)
Ι	Introduction of Customs Law	Interactive, Classroom Teaching	N/A	Understanding basic concepts of custom law and levy.	Basic understanding	26
Π	Types of Customs Duties	Interactive, Use of E- content, Classroom Teaching Home Assignment	N/A	Understanding types of custom duties	Conceptual understanding & solving practical problems	27
III	Classification and Valuation of Goods	Interactive, Use of E-content, Classroom Teaching	N/A	Understanding Classification and Valuation of Goods	Conceptual understanding & solving practical problems	28

IV	Import & Export Procedure	Interactive, Classroom Teaching,PPT Presentation	N/A	Understanding the import and export procedure	Fundamental Knowledge	19
		riesentation				

## Suggested Readings:

Sr.No.	Title of the	Author/s	Publication
	Boo		
	k		
1	Bare Act		
	Customs Act,		
	1962, Customs		
	Tariff Act, 1975		
2	Indirect Taxation	Girish Ahuja & Ravi Gupta	Bharat Law House
3	Indirect Tax	Dr. Yogendra Bangar	Aadhya
	Laws		Academy

# **E** – Learning Resources:

Sr No	Торіс	Lectures (Available on YouTube/ Swayam/ MOOCs/ etc.)	Journals/ Articles/ Case Studies
1	Introduction of Customs Law	ICAI youtube channel ICAI BOS CA Tube	The Chartered Accountant: Journal of the Institute of Chartered Accountants of India
2	Types of Customs Duties	ICAI youtube channel ICAI BOS CA Tube	The Chartered Accountant: Journal of the Institute of Chartered Accountants of India
3	Classification and Valuation of Goods	ICAI youtube channel ICAI BOS CA Tube	The Chartered Accountant: Journal of the Institute of Chartered Accountants of India
4	Import & Export Procedure	ICAI youtube channel ICAI BOS CA Tube	The Chartered Accountant: Journal of the Institute of Chartered Accountants of India -

\*\*\*\*\*

		Thi Year of Board o	Maharashtra Education Society's rware College of Commerce (Autonomous) Programme – B.Com rd Year Bachelor of Commerce Semester V Commencement – 2023-24 (June 2023 onwards) of Studies – Accountancy, Costing and Taxation e Title: Tax Procedures and Practices Paper VI			
	Course Code: B1- 21/508(10)Course: Entrepreneurship Development and Project ReportMarks: 100 Credits: 3 +					
Cours After of 1. 2. 3.	the entr 6. To und 7. To mal develop 8. To crea <b>se Outcome</b> completing t Understand competenc Understand Get acquai Entreprene	erstand the repreneuri erstand the erstand the erstand of H ate awaren the course, the course, d the basic ies, analyt d traits for nted with eurship and	e basic concepts of Entrepreneurship and to acquaint the al competencies and its importance. e traits for effective Entrepreneurship Development. ents aware about various Government Schemes for uplif Entrepreneurship and Small-Scale Businesses. ess about the legal compliances for small-scale businesse , the student shall be able to - concepts of Entrepreneurship and get acquainted with th ical and thinking skills for being an entrepreneur. being a successful entrepreneur. various Government Schemes for upliftment and develop d Small-Scale Businesses.	itment and es in India.		
	se Contents:	-	compliances for small-scale businesses in India.			
Unit	Unit 7		Contents	No of Lect ures		
1	Introdu	ıction	<ul> <li>1.1 Entrepreneurship – Basic concepts.</li> <li>1.2 Need and scope of entrepreneurship in modern soci</li> <li>1.3 Key elements of Entrepreneur</li> <li>1.4 Entrepreneurial process</li> <li>1.5 Characteristics of Entrepreneurship</li> <li>1.6 Types of Entrepreneurs and New Age Entrepreneur</li> <li>1.7 Meaning and Importance of Entrepreneurial</li> <li>Competencies, Developing Entrepreneurial Competence</li> </ul>	s		

2	Entrepreneurship Development	<ul> <li>2.1 Identification of Opportunities for Entrepreneurship</li> <li>2.2 Idea generation and Creativity</li> <li>2.3 Criteria for Selection of New Product or Service</li> <li>2.4 Technical and Economic Feasibility of a Project</li> <li>2.5 Challenges in Entrepreneurship Development and challenges in New Normal after Covid-19 Pandemic.</li> </ul>	13
3	Business Organizations	<ul> <li>3.1 Small Scale Industries</li> <li>3.2 Start-ups and Self-Help Groups – Concept, types, advantages, limitations, case studies.</li> <li>3.3 Central Government Schemes and support systems for Entrepreneurship Development – <ul> <li>a) Entrepreneurship Skill Development Programme (ESDP),</li> <li>b) A Scheme for promoting Innovation, Rural Industry &amp; Entrepreneurship (ASPIRE)</li> <li>c) National Manufacturing Competitiveness Programme (NMCP)</li> <li>d) Entrepreneurial and Managerial Development of SMEs through Incubators</li> <li>e) Stand-up India</li> <li>f) Pradhan Mantri MUDRA Yojana (PMMY)</li> <li>g) Prime Minister Employment Generation Programme (PMEGP)</li> <li>3.4 Sources of Information: where to go for what?</li> <li>a. District Industry Centre (DIC)</li> <li>b. Maharashtra Industrial Development Corporation (MIDC)</li> <li>c. Maharashtra State Small Industries Development Corporation (MSSIDC)</li> <li>d. Small Industries Services Institute (SISI)</li> <li>e. National Entrepreneurship Development Board (12) (NEDB)</li> <li>g. Entrepreneurship Development Institute of India</li> <li>h. Commercial and Co-operative Banks</li> <li>i. State Industrial Development Bank (SIDBI)</li> <li>j. Maharashtra State Electricity Board</li> <li>k. Pollution Control Board</li> </ul> </li> </ul>	11
4	Legal Aspects of	<ul><li>4.1 Recent Trends in Taxation</li><li>4.2 Udyam Registration (MSME)</li></ul>	10
	Small Business	4.3 Provident Fund and Employee State Insurance	
Total	No of Lectures	1.5 Fromdent Fund and Employee State insurance	48
No. of	f lectures for Assessn	nent and Evaluation	09

## **Teaching Methodology:**

Unit	Unit Title	Teaching methodology	Project (If any)	Outcome expected	Weightage of
				Conceptual understanding Knowledge/Skills/Attributes etc.	Marks (%)
1	Introduction	Expert Lecture Case studies	Case Studies – Success and Failure Stories of Entrepreneurs	Conceptual Understanding Critical thinking skills Accessing and analysing information skills Imaginative thinking Awareness on the latest in the trends	30%
2	Entrepreneurial Competencies	Expert Lecture Group Discussion	PPT Presentations	Conceptual understanding, Interview Skills, Analytical abilities	30%
3	Business Organizations	Expert Lecture PPT and Industry Exposure		Conceptual Understanding Analytical Skills Technical skills Critical thinking	20%

4	Legal Aspects of Small Business	Expert Lecture Infographics and Mind Maps		Conceptual Understanding Analytical skills Accessing and analysing information Value Education	20%
5	Entrepreneurship Development	Expert Lecture Group Discussion, Case Studies			

### **Evaluation Method:**

Unit	<b>Evaluation Method</b>		Marks (	(100)	Project/Practical
		Formati Assessm		Summative Assessment	(If any)
					1 Credit
		CCE I	CCE II	SEMESTER	
		(20)	(20)	(60)	
Introduction	Assignment, PPT	10	N/A	Theory	Case study-based report by the students & its presentation in the class.
Entrepreneurial Competencies	Assignment, Mock Interviews	10	N/A	Theory	
Business Organizations	Theory	N/A	10	Theory	

Legal Aspects of Small Business	Theory	N/A	10	Theory	
Entrepreneurship Development					

# Suggested Readings:

Sr. No.	Title of the book	Author/s	Publication
1	Environment & Entrepreneur	Mr.B.C.Tondon	
2	Fundamentals of Office Management	J.P. Mahajan	
3	Office Management, latest edition.	S.P. Arrora	
4	A guide to small Scale Entrepreneurs, Director of Industries, Govt. of Tamil Nadu Chennai, latest edition		
5	Entrepreneurship and small Business Management-	Dr. C. B. Gupta & Dr. Khanna	
6	Project Management	K. Nagarajan	
7	Entrepreneurship Ideas in Action Cynthia L. Greene		(YCMOU) Edition
8	Udyogvardhini – MCED		
9	Dynamics of Entrepreneurial Development and Management	Shri. Vasant Desai	Himalaya Publishing House

## **E-Learning Resources:**

Sr. No.	Торіс	Lectures (available on YouTube/Swayam/M OOCs, etc.)	Films	Journals/Art icles/ Case Studies
1	Introduction		Youtube Channels – Startup Stories, TEDX	
2	Entrepreneurial Competencies		-	

3	Business Organizations	Youtube Channel – PMO India
4	Legal Aspects of Small Business	_
	Entrepreneurship Development	Youtube Channels – Startup Stories, TEDX

# **MES Garware College of Commerce (Autonomous) Third Year B Com** Semester-V Marks : $10\overline{0}$ **Course Code:** Subject: Marketing Management -II B1-21/505F(III) Credits : 3+1 **Course Objectives:** 1.To understand the conceptual framework of marketing demand and forecasting and its applications in decision making under various environmental constraints. 2. To study the important role of marketing in Non-Profit Organization. 3. To Know the changing role of effective marketing management. 4. To understand various marketing opportunities and developing marketing strategies and implementation plans **Course Outcome:**

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

**CO 1:** Develop the knowledge of the conceptual framework of marketing demand and forecasting and its applications in decision making under various environmental constraints.

**CO 2:** Understand the important role of marketing in Nonprofit Organizations.

**CO 3:** Get acquainted with the changing role of marketing management.

**CO 4:** Understand the various marketing opportunities and developing marketing strategies and implementation plans.

Unit	Unit Title	Contents	No of Lectures
1	Marketing Demand and Sales Forecasting	<ul> <li>1.1 Introduction, Definitions, Meaning,</li> <li>1.2 Determinants</li> <li>1.3 Understanding Needs, Wants and Demands in Marketing.</li> <li>1.4 Types of Demands in Marketing</li> <li>1.5 Meaning of Sales Forecast,</li> </ul>	15

		Sales Budget and Sales Quota	
		1.6 Sales Forecasting Methods	
2	Marketing of Non- Profit Organization	<ul> <li>1.1 Non-Profit Organization- Concept</li> <li>1.2 Characteristics, Types, Problems Marketing of Non- Profit Organization</li> <li>1.3 Need of Non-Profit Organization in India</li> </ul>	12
3	Changing Role of Marketing Organizations	<ul> <li>1.1 Meaning of Marketing Organization, Types of Marketing Organizations</li> <li>1.2 Factors Affecting on Marketing Organization</li> <li>1.3 Essentials of an effective Marketing Organizations</li> <li>1.4 The changing role of marketing and marketers</li> </ul>	15
4	Brand Building Strategy	<ul> <li>1.1 Concept of Brand Strategy</li> <li>1.2 Importance of Building a Brand Strategy</li> <li>1.3 Brand Building Strategy key concepts and Steps of various types of Brand Building Strategies</li> <li>1.4 Reviewing Brand Building Strategies</li> <li>1.5 Brand building strategy for New Branding</li> </ul>	15
Total No of	Lectures	1	48
Total No. L	ectures for Assessment and I	Evaluation	9
Total			57

Conceptual understanding of Marks	Unit	Unit Title	Teaching methodology	<b>Project</b> (If	Outcome expected	Weightage
Knowledge/Skills/Attributes (%)			methodology	any)	Conceptual understanding Knowledge/Skills/Attributes	of Marks (%)

				etc		
1	Market Demand and Sales Forecasting	Lecture Method, Case Studies	Case study based report by the students	Develop the knowledge of the conceptual framework of marketing demand and forecasting and its applications in decision making under various environmental constraints.	To develop conceptual understanding.	26%
2.	Marketing of Non-Profit Organization	Lecture Method, Expert talks, Interviews of Entrepreneurs by students.		Understand the important role of marketing in Non-Profit Organizations.		26%
3.	Changing Role of Marketing Organizations	Lecture Method, group discussion	Case study based analytical report by the students and its presentation in the class.	1. To get acquainted changing role of marketing management	<ol> <li>Developing critical thinking skills.</li> <li>Making the students aware about the current Ecosystem and Government initiatives.</li> </ol>	21%

4	Brand Building	Interactive	To be able to	Understanding	
	Strategy	Method	understand the	and realizing	260/
			various	the ethical	26%
			marketing	values and	
			opportunities	responsibilities	
			and develop		
			marketing		
			strategies and		
			implementatio		
			n plans.		

## Suggested Readings :

### List of Books Recommended:

Sr. No.	Title of the book	Author/s	Publication
1.	Marketing Management	Philip Kotler	Pearson Publication
2.	Marketing Management,	Rajan Saxena	McGraw Hill Education
3.	Marketing Management,	V. S. Ramaswamy & S.Namakumari	Macmillan Publication
4.	Strategic Brand Management, Building, Measuring and Managing Brand Equity.	Keller .K	Pearson Publication
5.	Marketing Management,	Dr.K.Karunakaran	Himalaya Publishing House
6.	Agriculture Marketing,	J.W.Barker	Oxford University Press
7	Sales Forecasting Management: A Demand	John T.Mentzer &	Sage Publications

	Management Approach	Mark A. Moon	
9	A framework for marketing management	Philip Kotler	Pearson Publication New Delhi
10	Marketing Management	Rajan Saxena	McGraw Hill Education New Delhi
11	Principles of Marketing	Philip Kotler	Pearson Publication New Delhi
12	Advertising Management	Rajiv Batra	Pearson Publication New Delhi
13	Marketing Management	V. S. Ramaswamy & S. Namakumari	Macmillan Publication Noida

# **E-Learning Resources:**

Sr. No	Торіс	Lectures (available on YouTube/Swayam/MOOCs, etc.)	Films	Journals/Articles/ Case Studies
	1 Marke t Dema nd and Sales Foreca sting	https://www.youtube.com/watch?v =z_UFwyTX53E	https://www.yo utube.com/watc h?v=5Rel9_Gb u9k	https://www.resea rchgate.net/public ation/346779587_ Demand_Forecast ing
	2 Marke ting of Non- Profit Organ ization	https://www.youtube.com/watch?v =Kw9gcaZYBWI	https://www.yo utube.com/watc h?v=BSlniMlm Dt0	https://r.search.ya hoo.com/_ylt=Awr PqD2SwCBjWPI RlJ67HAx.;_ylu= Y29sbwNzZzMEc G9zAzEEdnRpZ AMEc2VjA3Ny/R V=2/RE=1663119 634/RO=10/RU=h ttps%3a%2f%2f

3 Chang ing Role of Marke ting Organ ization s	https://www.youtube.com/watch?v =hgVU5jVE43c	https://www.y outube.com/w atch?v=QHHI KpnNFNw	www.tandfonline. com%2fjournals %2fwnon20/RK= 2/RS=r2VtBEyko FBUhuSjAZr9tme OuCI- https://r.search.ya hoo.com/_ylt=Awr KC2QowSBj3L4 QJeW7HAx.;_ylu =Y29sbwNzZzME cG9zAzEEdnRpZ AMEc2VjA3Ny/R V=2/RE=1663119 784/RO=10/RU=h ttps%3a%2f%2fj ournals.sagepub.c om%2fdoi%2fabs %2f10.1177%2f00 92070300284001/ RK=2/RS=affc4c QSLpH56f_q27_c 3SIWTwE-
4 Brand Buildi ng Strate gy	https://www.youtube.com/watch?v =nP_SnO4iE	https://www.y outube.com/w atch?v=gTp4 BRg15g0	https://r.search.ya hoo.com/_ylt=Awr KEI5PwSBjmqsQ 4QS7HAx.;_ylu= Y29sbwNzZzMEc G9zAzIEdnRpZA MEc2VjA3Ny/RV =2/RE=166311982 4/RO=10/RU=http s%3a%2f%2fww w.henrystewartpu blications.com%2f jbs/RK=2/RS=iKa k1jDC69NYxPb21 f9sPSL7ISY-