

**Sheth NKTT College of Commerce and Sheth JTT College of Arts,
Thane
(Autonomous)
(Affiliated to University of Mumbai)**

Credit Structure as per NEP-2020 (w.e.f. 2025-26)

F.Y.B.Com.(Accounting and Finance) + CMA (US)

CODE	Semester I Subjects	Cr	CODE	Semester II Subjects	Cr
Major CFA101	1. Cost Accounting - I	4	CFA 201	1. Cost Accounting - II	4
CFF102	2. Management Accounting - I	2	CFF 202	2. Management Accounting - II	2
Minor	-	-	CFI203	1. Internal Control Systems - I	2
OE CFC103	1. OE1: Mathematical and Statistical Techniques-I	2	CFM204	1. OE1: Mathematical and Statistical Techniques-II	2
OE CFC104	2. OE2: Business Economics - I	2	CFM205	2. OE2: Business Economics - II	2
CFE105	1. VSC: Financial Accounting - I	2	CFE206	1. VSC: Financial Accounting – II	2
CFI106	2. SEC: Technology & Analytics – I	2	CFI207	2. SEC: Technology& Analytics- II	2
CFC107	1. AEC: Corporate communication-I	2	CFC208	1. AEC: Corporate Communication-II	2
CFE108	2. VEC: Business Environment	2	CFO209	2. VEC: Organizational Behavior	2
CFK109	3. IKS: Indian Ethos in Commerce and Management	2			
CFS110	1. CC: NSS/ Sports/ Cultural/ Yoga	2	CFS210	1. CC: NSS/ Sports/ Cultural/ Yoga	2
CFL110			CFL210		
CFP110			CFP210		
	Total	22		Total	22

**Sheth T. J. Education Society's
Shath N.K.T.T College of Commerce
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Thane (W) Autonomous**

Programme Name: B.Com. (Accounting & Finance) + CMA (US) Semester: I	
Course Category: Major	
Name of the Dept: Accounting & Finance	
Course Title: Cost Accounting - I	
Course Code: CFA101	Course Level: 4.5
Course Credit: 04	Total Marks: 100
Course Objectives: CO1: To equip students with a foundational understanding of cost concepts, cost classification, and methods for estimating fixed and variable costs essential for managerial decision-making. CO2: To enable students to analyze and apply various costing techniques, including job-order costing, process costing, and lifecycle costing, for effective cost management and resource allocation in diverse business scenarios.	
Course Outcomes: OC1: Demonstrate the ability to classify, estimate, and analyze fixed and variable costs, and prepare comprehensive cost sheets for decision-making purposes. OC2: Apply advanced costing systems such as absorption costing, variable costing, and Just-In-Time (JIT) systems in supply chain and lean resource management to optimize operations and enhance organizational efficiency.	
Description the course: (Including but not limited to)	<p>This course provides an in-depth understanding of cost and management accounting principles with a focus on cost measurement, classification, and estimation. It introduces various costing systems and methodologies, including process costing, job-order costing, and lifecycle costing, and emphasizes advanced approaches such as absorption costing, variable costing, and JIT systems. By integrating lean resource management and capacity analysis, the course prepares students to make informed decisions in cost optimization and operational efficiency in alignment with modern business practices.</p>

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Measurement Concepts and Cost Classification Introduction to measurement concepts in costing Classification of costs: direct, indirect, fixed, variable, and semi-variable costs Methods of estimating fixed and variable costs	15
II	Costing Systems and Cost Sheets Preparation of cost sheets Computation of cost of goods manufactured and cost of goods sold Process costing and job-order costing Lifecycle costing	15
III	Absorption Costing vs Variable Costing Absorption costing: concepts and applications Variable costing: concepts, advantages, and limitations Comparison between absorption costing and variable costing	15
IV	Supply Chain and Lean Resource Management Just-In-Time (JIT) systems, Material Requirement Planning (MRP), and Manufacturing Resource Planning (MRP II) Enterprise Resource Planning (ERP) systems Capacity level analysis and its impact on management decisions	15
	Total Hours	60

Reference:

- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). *Cost Accounting: A Managerial Emphasis*. Pearson Education.
- Drury, C. (2021). *Management and Cost Accounting*. Cengage Learning.
- Bhattacharyya, A. K. (2020). *Cost Accounting for Business Managers*. PHI Learning Private Limited.
- Banerjee, B. (2020). *Cost Accounting: Theory and Practice*. PHI Learning Private Limited.

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Programme Name: B.Com. (Accounting and Finance) + CMA(US) Semester: I	
Course Category: Major	
Name of the Department: Accounting and Finance	
Course Title: Management Accounting-I	
Course Code: CFF102	Course Level: 4.5
Type: Theory / Practical	
Course Credit: 2 credits	
Hours Allotted: 30 Hours	
Marks Allotted: 50 Marks	
Course Objectives (CO): CO1: To provide a comprehensive understanding of strategic planning concepts, including mission formulation, goal setting, and environmental analysis, essential for business decision-making. CO2: To equip students with skills to evaluate and implement planning tools, including the learning curve, for optimizing strategies and improving organizational performance.	
Course Outcomes (OC): OC1: Demonstrate the ability to develop and implement strategic plans by analyzing internal and external business environments and aligning organizational goals with long-term objectives. OC2: Apply planning tools such as the learning curve to enhance resource utilization and drive operational efficiency in various business contexts.	
Description the course: (Including but not limited to)	<p>This course introduces the foundational principles of management accounting with a focus on strategic planning and operational analysis. It covers essential topics such as mission formulation, goal setting, and internal and external environment analysis. The course also emphasizes the learning curve concept and its application to resource optimization and cost efficiency. Students will develop critical thinking and analytical skills necessary for formulating, implementing, and evaluating business strategies in dynamic environments.</p>

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Strategic Planning Overview of strategic planning: definitions and significance Formulating mission statements and setting organizational goals Analyzing external and internal environments: SWOT, PESTLE, and competitive analysis Strategy formulation and implementation processes Overview of planning tools: scenario planning, forecasting, and benchmarking	15
II	Learning Curve Concept and significance of the learning curve Mathematical and graphical representation of the learning curve Applications of the learning curve in cost reduction and efficiency improvement Real-world examples and case studies	15
	Total	30

References:

- Kaplan, R. S., & Atkinson, A. A. (2020). *Advanced Management Accounting*. Pearson Education.
- Anthony, R. N., Hawkins, D. F., & Merchant, K. A. (2020). *Accounting: Text and Cases*. McGraw Hill Education.
- Bhattacharyya, S. K., & Dearden, J. (2020). *Accounting for Management: Text and Cases*. Vikas Publishing House.
- Maheshwari, S. N., & Maheshwari, S. K. (2021). *Management Accounting and Financial Control*. Vikas Publishing House.

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Name of Department: B.Com. (Accounting & Finance) + CMA (US)		Semester: I
Course Category: Open elective		
Name of the Dept: Bachelors of Accounting and Finance		
Course Title: Mathematics and Statistical Techniques - I		
Course Code: CFC103		Course Level: 4.5
Type: Theory / Practical		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): (List the course objectives) CO1: To assist learners in calculation of Shares and Mutual Funds, Probability, Permutation and Combination. CO2: To facilitate learners to apply mathematical and statistical knowledge using Central tendency, Measures of Dispersion		
Course Outcomes (OC): (List the course outcomes) OC1: Calculate financial values required in business, solve problems on their own by analyzing the topics. OC2: Recognize the importance and value of mathematical and statistical thinking.		
Description the course: (Including but not limited to)		This course introduces fundamental concepts in mathematics and statistics, focusing on algebra, calculus, probability, and data analysis. Aligned with NEP 2020, it emphasizes problem-solving, real-world applications, and quantitative reasoning. Students will develop analytical skills and statistical proficiency for informed decision-making across disciplines.

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
	Mathematics	
1	<p>Shares and Mutual Funds Shares: Concept of share, face value, market value, dividend, equity shares, preferential shares, bonus shares. Simple examples. Mutual Funds: Simple problems on calculation of Net income after considering entry load, dividend, change in Net Asset Value (N.A.V.) and exit load. Averaging of price under the Systematic Investment Plan (S.I.P.)</p> <p>Elementary Probability Theory Probability Theory: Concept of random experiment/trial and possible outcomes; Sample Space and Discrete Sample Space; Events their types, Algebra of Events, Mutually Exclusive and Exhaustive Events, Complimentary events. Classical definition of Probability, Addition theorem (without proof), conditional probability. Independence of Events: $P(A \cap B) = P(A)P(B)$.</p> <p>Permutation and Combination Permutation and Combination: Factorial Notation, Fundamental principle of counting, Permutation as arrangement, Simple examples, combination as selection, Simple examples, Relation between nC_r and nPr Examples on commercial application of permutation and combination.</p>	15
	Statistics	
2	<p>Summarization Measures Measures of Central Tendencies: Definition of Average, Types of Averages: Arithmetic Mean, Median, and Mode for grouped as well as ungrouped data. Quartiles, Deciles and Percentiles. Using Ogive, locate median and Quartiles. Using Histogram locate mode. Combined and Weighted mean.</p> <p>Measures of Dispersions: Concept and idea of dispersion. Various measures Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Combined Variance.</p>	15
	Total	30

References:

1. Business Mathematics By D. C. Sancheti and V. K. Kapoor, Sultan Chand & Sons, 2006,
2. Mathematics for Business Economics: By J. D. Gupta, P. K. Gupta and Man Mohan, Tata Mc Graw Hill Publishing Co. Ltd., 1987, Chapters 9 to 11 & 16.
3. Quantitative Methods-Part-I By S. Saha and S. Mukerji, New Central Book Agency, 1996
4. STATISTICS by Schaum Series. Operations Research by Gupta and Kapoor Operations Research by Schaum Series

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Programme Name	B.com (Accounting and Finance) + CMA (US)	Semester: I
Course Category/Vertical: Open Elective		
Name of the Dept: Bachelors of Accounting and Finance		
Course Title: Business Economics- I		
Course Code: CFC 104		Course Level: 4.5
Type: Theory / Practical		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): CO1: To orient students with the basic principles of demand and its applications as an introduction to Business Economics. CO2: To examine various cost concepts and their significance in production decisions.		
Course Outcomes (OC): OC1: Students will be able to explain basic principles of Business Economics and its applications in the real world. OC2: Students will be able to describe the importance of different cost concepts and understand its importance in production.		
Description the course: (Including but not limited to)		This course explores fundamental economic principles and their application in business decision-making. Aligned with NEP 2020, it covers demand and supply, market structures, cost analysis, and pricing strategies. Students will develop analytical skills to understand economic forces affecting businesses and make informed decisions in dynamic market conditions.

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Introduction to Business Economics Scope and Importance of Business Economics-Objectives of firms- Basic tools- opportunity cost principle- incremental and Marginal concepts. Basic economic relations: equations - Total, Average and Marginal relations - use of Marginal analysis in decision making.	15
II	Demand & Supply Analysis: The basics of market demand, market supply and equilibrium price. - Shifts in the demand and supply curves and equilibrium.	15
	Elasticity of Demand, Price Elasticity, Income Elasticity, Cross Elasticity, Promotional Elasticity- Demand Estimation and Forecasting: Meaning and significance methods of demand estimation: survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)	
		30

References:

1. Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)
2. Hirchey. M., Managerial Economics, Thomson Southwestern (2003)
3. Salvatore, D.: Managerial Economics in a global economy (Thomson Southwestern Singapore, 2001)
4. Frank Robert. H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
5. Gregory Mankiw., Principles of Economics, Thomson Southwestern (2002 reprint)
6. Samuelson & Nordhaus.: Economics (Tata McGraw Hills, New Delhi, 2002)
7. Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi, 2004)
8. H.L Ahuja, Principles of Microeconomics (S. Chand Publishing, 2019)

**Sheth T. J. Education Society's
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Programme Name	B.com (Accounting and Finance) + CMA (US)	Semester: I
Course Category/Vertical: Vocational Skill Course		
Name of the Dept: Bachelors of Accounting and Finance		
Course Title: Financial Accounting- I		
Course Code: CFE 105	Course Level: 4.5	
Type: Theory / Practical		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): CO1: To provide a comprehensive understanding of financial statements, including income statements, balance sheets, cash flow statements, and disclosures, with a focus on equity-related transactions. CO2: To develop knowledge of integrated reporting, revenue recognition principles, and accounting for specialized transactions such as returns, consigned goods, and long-term contracts.		
Course Outcomes (OC): OC1: Prepare and interpret financial statements, including income statements, balance sheets, and statements of owners’ equity, while understanding classification and disclosure requirements. OC2: Apply principles of revenue recognition and integrated reporting to complex business transactions, including long-term contracts, returns, and consigned goods.		
Description the course: (Including but not limited to)	This course introduces the principles of financial accounting with a focus on the preparation and interpretation of financial statements, including income statements, balance sheets, and cash flow statements. It covers owners' equity, revenue recognition, integrated reporting, and accounting for complex business transactions such as consigned goods, returns, and long-term contracts, providing students with practical skills for financial analysis and decision-making.	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Comprehensive Income and the Income Statement The statement of comprehensive income and financial statements The balance sheet: assets, liabilities, and owners' equity Owners' equity: retained earnings, common stock, and preferred stock Treasury stock and classification of shares Statement of owners' equity and notes to financial statements Reclassification of short-term liabilities	15
II	Statement of Cash Flows – Introduction Statement of cash flows (SCF): introduction and purpose Operating activities: indirect method Investing and financing activities and SCF disclosures Integrated reporting: framework and application Revenue recognition principles and practices Accounting for right of return and consigned goods Long-term contracts and income measurement	15
	Total Hours	30

References:

- Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2021). *Intermediate Accounting*. Wiley.
- Spiceland, D., Nelson, M., & Thomas, W. (2021). *Intermediate Accounting*. McGraw Hill Education.
- Bhattacharya, A. K. (2020). *Financial Accounting for Business Managers*. PHI Learning Private Limited.
- Gupta, A. (2021). *Financial Accounting: A Managerial Perspective*. Pearson Education.

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Programme Name: B.Com. (Accounting & Finance) + CMA (US)		Semester: I
Course Category: Skill Enhancement Course		
Name of the Dept: Bachelors of Accounting and Finance		
Course Title: Technology and Analytics - I		
Course Code: CFI 106		Course Level: 4.5
Type: Theory		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): CO1: To introduce students to the foundational concepts of information systems, transaction cycles, and databases, enabling them to understand their role in enterprise resource management and decision-making. CO2: To provide an overview of data governance, data lifecycle management, and cybersecurity, equipping students with the knowledge to manage and protect organizational data effectively.		
Course Outcomes (OC): OC1: Explain the role of information systems, databases, and enterprise resource management in supporting business operations and strategic goals. OC2: Demonstrate an understanding of data governance principles, lifecycle management, and cybersecurity measures to safeguard organizational data and systems.		
Description the course: (Including but not limited to) .		This two-credit course provides an introduction to information systems and data analytics with a focus on their role in organizational operations and strategic decision-making. Students will explore the fundamentals of data governance, cybersecurity, and lifecycle management, along with practical applications of databases, enterprise resource management, and analytics tools like data warehouses and lakes.

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Information Systems Overview of information systems and their importance in organizations Transaction cycles and their applications in business processes Databases: structure, functions, and relevance in analytics Enterprise Resource Management (ERM): concepts and practical applications Introduction to data warehouse, data mart, data lake, and Enterprise Performance Management (EPM)	15
II	Data Governance Principles and frameworks of data governance Data lifecycle and records management: concepts and techniques Overview of cyberattacks: types and methods (e.g., phishing, malware, ransomware) Cybersecurity measures: defenses and tools, including encryption, firewalls, and incident response	15
	Total Hours	30

References:

- Laudon, K. C., & Laudon, J. P. (2021). *Management Information Systems: Managing the Digital Firm*. Pearson Education.
- Wetherbe, J. C., & Turban, E. (2020). *Information Technology for Management*. Wiley.
- Sinha, P. K., & Sinha, P. (2021). *Management Information Systems*. Excel Books.
- Rittinghouse, J. W., & Ransome, J. F. (2020). *Cybersecurity Operations Handbook*. CRC Press.

**Sheth T. J. Education Society's
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Programme Name: B.com (Accounting and Finance) + CMA(US)		Semester: I
Course Category/Vertical: Ability Enhancement Course		
Name of the Dept: Bachelors of Accounting and Finance		
Course Title: Corporate Communication – I		
Course Code: CFC 107		Course Level: 4.5
Type: Theory		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): CO1. To inculcate the knowledge of basic communication skills in learners CO2. To make students aware of how both verbal and non-verbal communication impacts daily communication and inculcate effective personal correspondence skills in students		
Course Outcomes (OC): OC1: Learners would develop their basic communication skills which will help them in facing the competitive global world OC2: Learners would gain knowledge on how to utilize their verbal and non-verbal communication skills for effective communication		
Description the course: (Including but not limited to)		The course introduces learners to the basic concepts of communication required in personal and professional lives. It will assist them in making effective use of both verbal and non-verbal methodologies of communication. The course will inculcate effective writing skills in learners enabling them to overcome the communication challenges they may face in the corporate world. With these skills they can turn out to be communication experts and PR experts as well.

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Theory of Communication and Obstacles to Communication <i>Concept of Communication</i> Meaning, Definition, Process, Need, Feedback and its types, Emergence of Communication as a key concept in the Corporate and Global world, Impact of technological advancements on communication <i>Channels of Communication</i> Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine <i>Objectives of Communication</i> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees <i>Methods of Communication:</i> Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication <i>Obstacles to Communication</i> Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers	15
II	Business Correspondence <i>Theory of Business Letter Writing:</i> Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing <i>Personnel Correspondence:</i> Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation	15
	Total Hours	30

References:

- Professional Communication - Aruna Koneru -Tata McGraw Hill - 2008 2
- The Ethics of Information - Luciano Floridi - Oxford University Press -2013
- Business Communication - A. C.“Buddy” Krizan, Patricia Merrier, Joyce Logan, Karen Williams -Thomson -2008
- Manan Prakashan

**Sheth T. J. Education Society's
Sheth N.K.T.T College of Commerce
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Programme Name: B.com (Accounting and Finance) + CMA (US)		Semester: I
Course Category: Value Education Course		
Name of the Dept: Bachelor of commerce in Accountancy and Finance		
Course Title: Business Environment		
Course Code: CFE108		Course Level: 4.5
Type: Theory		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): CO 1. To understand the nature of business and impact of internal and external environmental factors on a business enterprise as well as to sensitize students towards social responsibilities. CO 2. To introduce concept of relevance and importance related to current trends in business world and familiarizing the students on the challenges faced by international business.		
Course Outcomes (OC): OC 1. Learner will understand various business types, environmental impact, threats, opportunities, and develop gratitude for societal contribution. OC 2. Inculcated concepts of Clarity in understanding the role of world forums and international organizations for business.		
Description the course: (Including but not limited to)		The course introduces the learners to the concept of business environment and external factors affecting organizations and their operations and its relevance to management, strategy, marketing, and finance roles, offering diverse career opportunities. Students would be able to explore various career opportunities and a comprehensive understanding of t

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	<p>Introduction to Business Environment</p> <ul style="list-style-type: none">• Business: Meaning, Definition, Nature & Scope, Types of Business Organizations• Business Environment: Meaning, Characteristics, Components of Business Environment - • Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity, External Environment: Introduction to Micro-Environment: Firm, customers, suppliers, distributors, Competitors, Society • Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal, SWOT Analysis. <p>Political, Economic and Legal environment</p> <ul style="list-style-type: none">• Political Institutions: Legislature, Executive, Judiciary, Role of government in Business,• Legal framework in India.• Economic environment: economic system (capitalism, socialism and mixed economy) and economic policies, Sun-rise sectors of India Economy, Challenges of Indian economy.	15
II	<p>Social and Cultural Environment, Technological environment and Competitive Environment</p> <ul style="list-style-type: none">• Social and Cultural Environment: Nature, Impact of foreign culture on Business, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business• Technological environment: Features, impact of technology on Business• Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies• International Environment GATT/ WTO: Objective of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. Globalization: Meaning, stages of Globalization, LPG MODEL MNCs: Definition, meaning, merits, demerits, MNCs in India	15

	FDI: Meaning, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, • Challenges faced by International Business and Investment Opportunities for Indian Industry.	
	Total Hours	30

References:

- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi •
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi

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Programme Name: B.Com(Accounting and Finance) + CMA (US)		Semester: I
Course Category: Indian Knowledge System		
Name of the Dept: B.com (Accounting and Finance)		
Course Title: Indian Ethos in Management		
Course Code: CFK 109		Course Level: 4.5
Type: Theory		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): (List the course objectives) CO 1. To understand the concept of Indian Ethos in Management CO 2. To link the Traditional Management System to Modern Management System and to understand the Evolution of Learning Systems in India		
Course Outcomes (OC): (List the course outcomes) OC 1. The students learn to inculcate the Indian values in Modern business world OC 2. The students will acquire the knowledge about change in Indian learning system		
Description the course: (Including but not limited to)		Introduction, relevance, Usefulness, Application, interest, connection with other courses, demand in the industry, job prospects etc. Introduction to Indian ethos, Traditional Management System to Modern Management System, Ethics and values in Business, Indian Approaches to Leadership, Motivation and learning, Seven spiritual law of karma

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	<p>Indian Ethos – An Overview</p> <ul style="list-style-type: none"> • Indian Ethos Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices 	15
	<ul style="list-style-type: none"> • Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management <p>Work Ethos and Values</p> <p>Work Ethos:</p> <ul style="list-style-type: none"> • Meaning, Levels, Dimensions, Steps, Factors responsible for Poor Work Ethos <p>Values:</p> <ul style="list-style-type: none"> • Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. • Values for Managers, TransCultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture 	
II	<p>Indian approaches in Leadership , Motivation and learning</p> <p>Leadership</p> <ul style="list-style-type: none"> • Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta <p>Motivation</p> <ul style="list-style-type: none"> • Meaning, Indian Approach to Motivation, Techniques <p>Indian Systems of Learning</p> <p>Learning: Meaning, Mechanisms</p> <ul style="list-style-type: none"> • Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages, Distinguish between Gurukul and modern learning. <p>b) Karma:</p> <ul style="list-style-type: none"> • Meaning, Importance of Karma to Managers, Nishkama Karma • Seven spiritual law of karma. • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma <p>c) Self-Management: Personal growth</p> <ul style="list-style-type: none"> • Personality Development: Meaning, Determinants 	15
	Total Hours	30

References:

- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
- Bhatta, S.K., Business Ethics & Managerial Values.
- Dave, Nalini V: Vedanta and Mana
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998

