



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

# SILVER OAK UNIVERSITY EDUCATION TO INNOVATION



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

*Proposed Syllabus for ACADEMIC YEAR 2021-22*

**B.Com (Hons.) Program**  
College of Commerce  
**SILVER OAK UNIVERSITY**



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**COLLEGE OF COMMERCE  
SILVER OAK UNIVERSITY**

**B.COM. (HONS.) SEMESTER –IV TEACHING & EXAMINATION SCHEME WITH EFFECT FROM JULY 2020**

SR NO	CODE	SUBJECTS	TEACHING SCHEME			CREDITS	HOURS	EXAMINATION SCHEME					TOTAL
			L	T	P			THEORY			PRACT		
								CIE		ESE	CIE	ESE	
								MID	IE				
1		Strategic Business Leadership	6	0	0	6	6	40	-	60	-	-	100
2		Principles of Marketing	6	0	0	6	6	40	-	60	-	-	100
3		Indian Economy	6	0	0	6	6	40	-	60	-	-	100
4		Entrepreneurship	4	0	0	4	4	40	-	60	-	-	100
5		Auditing & Assurance	4	0	0	4	4	40	-	60	-	-	100
<b>TOTAL</b>			<b>26</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>26</b>	<b>200</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>500</b>



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

#### **SEMESTER – IV**

Subjects:

- Strategic Business Leadership
- Principles of Marketing
- Indian Economy
- Entrepreneurship
- Auditing & Assurance



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

Subject: **Strategic Business Leadership**

Program: **B.COM. (HONS.)**

Subject Code:

Semester: **IV**

Teaching Scheme				Examination Evaluation Scheme				Total
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	
6	0	0	6	24/60	-	16/40	-	100

Course objective:

This paper aims to provide the students with the principles of applicable to a business entity. It also covers the ethical framework that managers need to adopt while discharging their duties. It discusses various professional skills that a professional manager needs to acquire and apply. It also underpins the knowledge, skills and expertise required to assess the business strategies and their impact on business performance. The objective is to equip students with the tools & techniques of assessing strategic position, develop strategic choices and implement the chosen strategy through change management. Furthermore, it underpins the knowledge, skills and expertise required to assess the business strategies and their impact on business performance. The objective is to equip students with the tools & techniques of assessing strategic position, develop strategic choices and implement the chosen strategy through change management.

Learning outcome:

- Evaluating effectiveness of the governance & agency system, applying a range of professional skills in a corporate environment workplace, Understanding leadership and ethics
- Evaluation of the current strategic position of an entity in the context of external environment, competition with regard to the organisational capabilities, competencies & resources
- Development of strategic choices in the context of existing strategic position and the strategic objectives of different types of organisation
- Use of information technology & data analytics to critically investigate into factors affecting the value chain
- Understand and apply the process of risk management
- Organisation control and audit
- Finance function in planning & decision making
- Innovation and change management

#### **MODULE 1 – LEADERSHIP, ETHICAL DECISION MAKING AND GOVERNANCE (10 hours)**

- **Cultural theories** - cultural web - Mintberg's organisational configurations - interaction of configurations & culture
- **Leadership theories** - American Accounting Association (AAA) Model - Tucker's 5 question model – Ethical codes
- **Stakeholder's analysis** – stakeholder's claims - understanding the influence of stakeholders using Mendelow's matrix - categories of stakeholders - instrumental & normative models of stakeholder, the



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

- **Corporate Governance** - agency theory - stewardship concept - legal and professional framework - separation of ownership & control - independence as a concept of corporate governance - board structure - board diversity – public sector governance

### **MODULE 2 – STRATEGY (15 hours)**

- **Strategic analysis** – Porter’s five forces – PESTEL - SWOT analysis - Value chain analysis
- **Strategic choice** – Porter’s Generic strategies - Ansoff’s product market matrix - SAF Study, BCG matrix - Strategic clock – Competencies, Resources & Capabilities.
- **Strategic implementation** – resource management (6 Ms) - organisational structure (centralisation, decentralisation, specific structural form) - Management of change (unfreeze, change, refreeze)

### **MODULE 3 – RISK AND ORGANISATIONAL CONTROL & AUDIT (15 hours)**

- Framework of Risk management - COSO’s Enterprise Risk Management - concept of risk appetite and risk response - Strategic & operational risk - Strategies to mitigate the risks – TARA approach - Diversification strategies - Risk mapping - Role of risk committee in corporate governance framework
- Features of effective internal control system – information flow for internal control – evaluating effectiveness of internal control system – role of internal control systems to help prevent fraud, errors and waste
- Internal audit function - Turnbull criteria to assess the need for Internal audit - reporting to the audit committee - value for money audit - IT audits - Best value audits, financial audits -operational audits - differences between internal and external audit - Ethical principles of auditors – audit independence – effective audit committee – reporting on internal control & audit – linkage with financial reporting

### **MODULE 4 – TECHNOLOGY – DATA ANALYTICS – INNOVATION MANAGEMENT – PERFORMANCE INDICATORS (15 hours)**

- Big data – 3Vs of big data – data analytics – practical applications of big data and data analytics – E- Commerce – ERP system – Internet of Things (IoT) – Block chain technology – Data privacy & security – disruptive technology – use of mobile and cloud technology – concepts of POPIT and Fintech in performance excellence – IT systems & control
- Use of CSF & KPIs – practical approaches to performance measures (SMARTT goals) – Balanced Scorecard – performance Pyramid – Building Blocks Model – Balridge Model of performance excellence
- Change management – managing strategic change – innovation & change management – leading & managing projects



**MODULE 5 – FINANCE IN PLANNING & DECISION MAKING (5 hours)**

- Relationship between business strategy and financial objectives – developments in financial technology – alternative structures for finance function such as partnering, outsourcing, shared or global business services – role of finance function in investment decisions, financial reporting, tax implications, financial KPIs and ratios use of advanced cost and management accounting technique

Subject: Principle of Marketing								
Program: B.Com (Hons.)				Subject Code:			Semester : IV	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
6	0	0	6	24/60	-	16/40	-	100

**Course Objectives:**

- The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.
- To provide the students with an understanding of the Practical marketing Applications of these principles for the betterment of all the stake holders.

**Course Content:**

**UNIT -I**

**[15]**

- Introduction: Nature, scope and importance of marketing; Evolution of marketing; Selling vs. Marketing; Marketing mix, Holistic Marketing
- Consumer Behavior: Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behavior.



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

## UNIT – II

[15]

- Market segmentation: concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.
- Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product life-cycle;

## UNIT-III

[15]

- New Product Development Process; Consumer adoption process.
  - a. Pricing: Significance. Factors affecting price of a product. Pricing policies and strategies.
  - b. Distribution Channels and Physical Distribution: Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel; Wholesaling and retailing; Types of Retailers; e-tailing, Physical Distribution.

## UNIT-IV

[15]

- a. Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions;
- b. Recent developments in marketing: Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism





**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Course Outcome:**

- To develop an idea about marketing and its functions
- To enhance the students on consumer behaviour
- To familiarize students about product and its classifications
- To make them understand pricing policies
- To introduce the concept of sales forecast

**Text Books:**

1. Marketing Management by Philip Kotler
2. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. Principles of Marketing. 13th edition. Pearson Education.
3. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. Marketing: Concepts and Cases. (Special Indian Edition)., McGraw Hill Education

**Reference Books:**

1. William D. Perreault, and McCarthy, E. Jerome., Basic Marketing. Pearson Education
2. Dhruv Grewal and Michael Levy, *Marketing*, McGraw Hill Education.
3. Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
4. Neeru Kapoor, *Principles of Marketing*, PHI Learning
5. Rajendra Maheshwari, *Principles of Marketing*, International Book House

**Web resources:**

**MOOCs:**





Subject: <b>Indian Economy</b>								
Program: <b>B.COM. (HONS.)</b>				Subject Code:			Semester: <b>IV</b>	
Subject: <b>Indian Economy</b>								
Teaching Scheme				Examination Evaluation Scheme				Total
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)-Theory	Continuous Internal Evaluation (CIE)-Practical	
6	0	0	6	24/60	-	16/40	-	100

**Course Objectives:**

This course seeks to enable the student to grasp the major economic problems in India and their solution.

**Course Content:**

**UNIT-I** [15]

**Basic Issues in Economic Development**

Concept and Measures of Development and Underdevelopment; Human Development

**Basic Features of the Indian Economy at Independence**

Composition of national income and occupational structure, the agrarian scene and industrial structure

**UNIT-II** [15]

**Policy Regimes**

The evolution of planning and import substituting industrialization.

1. Economic Reforms since 1991.

Monetary and Fiscal policies with their implications on economy

**UNIT-III** [15]

**Growth, Development and Structural Change**

The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions.

a) The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

- restructuring agrarian relations and for regulating concentration of economic power;
- b) Changes in policy perspectives on the role of institutional framework after 1991.
- c) Growth and Distribution; Unemployment and Poverty; Human Development; Environmental



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

concerns.

Demographic Constraints: Interaction between population change and economic development.

#### **UNIT-IV**

**[15]**

#### **Sectoral Trends and Issues**

- a) *Agriculture Sector*: Agrarian growth and performance in different phases of policy regimes i.e. pre green revolution and the two phases of green revolution; Factors influencing productivity and growth; the role of technology and institutions; price policy, the public distribution system and food security.
- b) *Industry and Services Sector*: Phases of Industrialization – the rate and pattern of industrial growth across alternative policy regimes; Public sector – its role, performance and reforms; The small scale sector; Role of Foreign capital.

*Financial Sector*: Structure, Performance and Reforms. demonetization Foreign Trade and balance of Payments: Structural Changes and Performance of India's Foreign Trade and Balance of Payments; Trade Policy Debate; Export policies and performance; Macro Economic Stabilization and Structural Adjustment; India and the WTO, Role of FDI, Capital account convertibility,

#### **Course Outcome:**

Understanding of various aspects related to Indian Economy.

#### **Text Books:**

1. Mishra and Puri, Indian Economy, Himalaya Publishing House
2. IC Dhingra, Indian Economics, Sultan Chand & Sons
3. Gaurav Dutt and KPM Sundarum, Indian Economy, S. Chand & Company.

#### **Reference Books:**

1. Bhagwati, J. and Desai, P. India: Planning for industrialization, OUP, Ch 2.
2. Patnaik, Prabhat. Some Indian Debates on Planning. T. J. Byres (ed.). The Indian Economy: Major Debates since Independence, OUP.
3. Ahluwalia, Montek S. State-level Performance under Economic Reforms in India in A. O. Krueger. (ed.). Economic Policy Reforms and the Indian Economy, The University of Chicago Press.
4. Dreze, Jean and Amartya Sen. Economic Development and Social Opportunity. Ch. 2. OUP.
5. Khanna, Sushil. Financial Reforms and Industrial Sector in India. Economic and Political Weekly. Vol. 34. No. 45.
6. Uma Kapila (ed), "Indian Economy since Independence", Relevant articles.
7. Rangarajan, C. and N. Jadhav. Issues in Financial Sector Reform. Bimal Jalan. (ed). The Indian Economy. Oxford University Press, New Delhi.



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**List of Experiments:**

**Names of newspapers, magazines to be referred for better understanding of the course:**

1. Economic Times
2. Business Times
3. The Times of India
4. The Economic and Political Weekly, etc.



Subject: <b>Entrepreneurship</b>								
Program: <b>B.COM. (HONS.)</b>				Subject Code:			Semester: <b>IV</b>	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
4	0	0	4	24/60	-	16/40	-	100

**Course Objectives:**

The objective of the course is to orient the learner toward entrepreneurship as a career option and creative thinking and behaviour.

**Course Content:**

**UNIT-I**

[10]

Meaning, elements, determinants and importance of entrepreneurship and creative behaviour; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, entrepreneurship, ecopreneurship, and social entrepreneurship

**UNIT-II**

[10]

Concept of business groups and role of business houses and family business in India; support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

**UNIT-III**

[10]

Significance of writing the business plan/ project proposal; Contents of business plan/ project



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered);



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

## UNIT-IV

[10]

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

### Course Outcome:

Understanding of various aspects related to entrepreneurship.

### Text Books:

1. Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*. Mumbai, Himalaya Publishing House.
2. Singh, Nagendra P. *Emerging Trends in Entrepreneurship Development*. New Delhi: ASEED.
3. SS Khanka, *Entrepreneurial Development*, S. Chand & Co, Delhi.
4. K Ramachandran, *Entrepreneurship Development*, McGraw-Hill Education
5. Kuratko and Rao, *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
6. Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice-Hall of India, New Delhi.

### Reference Books:

1. Plsek, Paul E. *Creativity, Innovation and Quality*. (Eastern Economic Edition), New Delhi: Prentice-Hall of India. ISBN-81-203-1690-8.
2. Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
3. Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.

### Web resources:

<http://www.dcmsme.gov.in>

[www.ediindia.org](http://www.ediindia.org)

### MOOCs:

### List of Experiments:





**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Names of newspapers, magazines to be referred for better understanding of the course:**

1. SIDBI Reports on Small Scale Industries Sector.
2. Economics Times'- Newspaper.
3. 'The Journal of Entrepreneurship' published by Entrepreneurship Development Institute of India
4. Udyog Prerna – Magazine by Centre for Entrepreneurship Development



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

Subject: <b>Auditing &amp; Assurance</b>								
Program: <b>B.COM. (HONS.)</b>				Subject Code:			Semester: <b>IV</b>	
<b>Teaching Scheme</b>				<b>Examination Evaluation Scheme</b>				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
4	0	0	4	24/60	-	16/40	-	100

### Course Objectives:

This paper aims at developing the knowledge and skills required to carry out an audit and assurance assignment. It provides the working knowledge of the audit process and standards of auditing. It also covers the process of internal control testing.

Learning outcomes:

- Understand the concept of audit & assurance and the functions of audit
- Securing and handling audit assignments, audit risks
- Comprehension and evaluation of internal controls, techniques & audit tests
- Gathering & managing audit evidence and review and reporting

### Module 1 (Audit framework & regulation)

Concept of audit & assurance – professional ethics of an auditor – scope of internal & external audit –



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

governance & audit – Ethical threats & Safeguards - discuss the importance and purpose of engagement letters and their contents

### **Module 2 (Audit planning & risk assessment)**

Obtaining & planning for audit assignments - identify and explain the need for, benefits of and importance of planning an audit– understanding the entity & its environment – assessing audit risk – fraud risk – interim audit and impact of work performed - audit planning & documentation – audit evidence, documentation, working papers

### **Module 3 (Internal control & audit tests)**

Internal control system assessment – control environment, risk assessment procedures, monitoring of controls – evaluation of internal control system by auditor – test of control – communication on internal controls-Explain how auditors record internal control systems including the use of narrative notes, flowcharts and questionnaires.

### **Module 4 (Audit evidence & reporting)**

Techniques of collecting audit evidence such as inspection, observation, external confirmation, recalculation, analytical procedures, and enquiry – quality & quantity of audit evidence – auditsampling – computer assisted auditing techniques – explain the use of automated tools and techniques in the context of an audit including the use of audit software, test data and other data analytics tools – discuss and provide relevant examples of the use of automated tools and techniques - review procedures including subsequent



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

events, going concern, written representations – auditor’s report contents & opinion-Explain the overall objectives and importance of quality control procedures in concluding an audit.- Discuss the need for auditors to communicate with those charged with governance.

### **Module 5 (Audit of specific items)**

Audit of receivables, inventory, payables & accruals, bank & cash, tangible & intangible assets, share capital & reserves, directors’ remuneration – details of audit checks for these items and reporting thereof – use of management representation