

GUJARAT UNIVERSITY
Bachelor of Commerce (B.Com.) (Hons)
SEMESTER - V (FIVE)
COMMERCE - MINOR
Title of the Course: Financial Management
COURSE CODE: DSC - M - COMM – 354 FM
Credit Mark Distribution – 04

Syllabus as per NEP - 2020 with effective from the Academic Year 2025-26

Pre-Requisites:	<ul style="list-style-type: none"> • Basic knowledge of commerce, finance and accountancy.
Co-Requisite:	<ul style="list-style-type: none"> • Subject should be taken alongside or after commerce, finance and corporate accounting, or Business Economics.
Course Objectives:	<ol style="list-style-type: none"> 1. To impart advanced and foundational knowledge of financial decision –making. 2. To familiarize students with real – world financial tools and fintech development. 3. To enhance skills in valuation, capital budgeting, and risk management. 4. To promote digital literacy in financial platforms and financial analytics.
Course Outcomes (COs):	<p>CO1: Define and explain principles and goals of financial management</p> <p>CO2: Evaluate investment opportunities using both traditional and modern tools.</p> <p>CO3: Analyze optimal capital structure using real case scenarios and cost of capital.</p> <p>CO4: Understand the role of fintech, ESG investing and behavioural and behavioural finance in modern business.</p>

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Detailed Syllabus (with 25% weightage per unit)

Unit 1: Fundamentals and Emerging Concepts in Financial Management. (25%)

- Definition, Nature, Scope Objectives of Financial Management
- Profit Maximization Vs Wealth Maximization
- Financial Planning – meaning, function and Steps.
- Recent Trends: Fintech and Financial Management – Digital Payments, AI in Financial decisions.

Unit 2: Cost of Capital and Capital Budgeting (25%)

- Cost of capital – meaning, significance, computation of cost of capital of equity capital, preference capital, debentures.
- Capital Budgeting Techniques, Definition, Concept, Process, Techniques-PayBack, NPV, IRR, ARR, PI, Utility and limitations of various methods (with calculation)

Unit 3: Capital Structure, and Financial Leverage (25%)

- Meaning and type capital structure and factors affecting capital structure.
- Trading on equity - meaning importance and calculation.
- The concept of start – up capital structure.
- Sources of long term and short-term finance.
- Theory of operating, financial and combined leverage.

Unit 4: Working capital and Dividend Decision in the Digital Age (25%)

- Working Capital - Meaning, Concept and Types of Working Capital, Factors determining Working capital, Principles of Working capital management, component of working Capital - cash, receivables, inventory, creditors, overdraft etc.
- Concept of Digital working capital tools (ERP, inventory software, cash flow Apps)
- Dividend– Definition, significance. Factors influencing dividend – relevance in modern corporation and types of dividends.

Pedagogical Tools:

- Classroom Lecture, Quizzes and exams
- Problem Solving
- Presentation
- Group Discussion

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- Seminar
- Case Studies
- Assignment
- Project, conducting survey, Industrial /Educational Visit

Mode of Evaluation:

Evaluation will be divided in two parts:

- External: Semester and examination will be conducted by the Gujarat University of 50 Marks.
- Internal: Internal Evaluation of 50 marks will be decided by the college / Institutes / University departments as per instruction given by the University time to time.

Recommended Books (Latest Editions):

1. Financial Management
 - Author(s): Prasanna Chandra
 - Publisher: McGraw Hill Education, 12th Edition
2. Financial Management
 - Author(s): I. M. Pandey
 - Publisher: Vikas Publishing, 12th Edition
3. Fundamentals of Financial Management
 - Author(s): Brigham & Houston
 - Publisher: Cengage Learning, 15th Edition
4. Financial Management
 - Author(s): R. P. Rustagi
 - Publisher: Taxmann Publication, 2023
5. Principles of Corporate Finance
 - Author(s): Brealey, Myers, Allen
 - Publisher: McGraw Hill, Global Edition
6. FinTech for Finance Professionals
 - Author(s): Imran Bashir
 - Publisher: Wiley Finance, 2023
7. Behavioural Finance
 - Author(s): Shleifer / Prakash Apte
 - Publisher: Oxford University Press
8. Financial Management (Gujarati Medium)
 - Author(s): Dr. R. S. Kulshrestha
 - Publisher: Sahitya Bhawan Publications

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Dr. R. S. Kulshrestha

Dr. R. S. Kulshrestha

Experiential Learning may be engaged by the teachers

Unit 1: Fundamentals and Emerging Concepts in Financial Management (25%)

Objective: Understand the definition, scope, objectives, and emerging trends (e.g., fintech, AI) in financial management.

Activities:

1. Case Study Analysis (Classroom/Group Discussion)

- **Task:** Analyze a case study on financial planning in an Indian firm (e.g., Reliance Industries or a fintech startup) focusing on profit vs. wealth maximization and the role of AI in financial decisions (e.g., robo-advisors in 2025).
- **Process:** Students work in groups to evaluate the firm's financial strategy, discuss fintech applications, and present findings. Reflect on how Indian financial practices align with global trends.
- **Outcome:** CO1 – Explain principles and goals of financial management.
- **Pedagogical Tools:** Case study, group discussion, presentation.
- **Mode:** Classroom with online research via SWAYAM MOOC (e.g., "Fintech in Financial Management" module).

2. Guest Lecture and Reflection (Online/Classroom)

- **Task:** Attend a guest lecture (in-person or webinar) by a financial manager discussing fintech trends (e.g., digital payments) and their impact on financial planning. Submit a reflective essay linking insights to Unit 1 concepts.
- **Process:** Students take notes, reflect on the lecture, and connect to syllabus topics (e.g., profit maximization, AI-driven decisions).
- **Outcome:** CO1 – Understand emerging financial management concepts.
- **Pedagogical Tools:** Seminar, assignment.
- **Mode:** Online (FBLD via university platform) or classroom.

Unit 2: Cost of Capital and Capital Budgeting (25%)

Objective: Master cost of capital computation and capital budgeting techniques (e.g., NPV, IRR, Payback).

Activities:

1. Simulation: Capital Budgeting Decision (Classroom)

- **Task:** Simulate an investment decision for a hypothetical Indian company (e.g., a renewable energy startup) using capital budgeting techniques (NPV, IRR, Payback). Students calculate returns using Excel or financial calculators.

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- **Process:** Groups evaluate a project proposal, apply techniques, and justify their investment decision. Reflect on the limitations of each method in a debrief session.
- **Outcome:** CO2 – Evaluate investment opportunities using traditional and modern tools.
- **Pedagogical Tools:** Problem-solving, simulation, group discussion.
- **Mode:** Classroom.

2. Project: Cost of Capital Analysis (Online/Classroom)

- **Task:** Calculate the cost of capital for a publicly listed Indian company (e.g., HDFC Bank) using real financial data (e.g., equity, debt costs). Submit a report and present findings.
- **Process:** Students use online databases (e.g., BSE India, Yahoo Finance) for data, compute costs, and reflect on practical challenges (e.g., data accuracy).
- **Outcome:** CO2 – Apply cost of capital concepts in investment evaluation.
- **Pedagogical Tools:** Project, presentation, assignment.
- **Mode:** Online (FBLD via SWAYAM or university LMS).

Unit 3: Capital Structure and Financial Leverage (25%)

Objective: Analyse capital structure, trading on equity, and sources of finance for optimal financial decisions.

Activities:

1. Case Study: Capital Structure Optimization (Classroom)

- **Task:** Analyse a case study on an Indian startup (e.g., a tech firm) to design an optimal capital structure, considering debt-equity ratios and trading on equity.
- **Process:** Groups calculate financial leverage, propose a structure, and present, reflecting on factors like risk and cost. Debrief links findings to Unit 3 theories.
- **Outcome:** CO3 – Analyse optimal capital structure using real scenarios.
- **Pedagogical Tools:** Case study, problem-solving, group discussion, presentation.
- **Mode:** Classroom.

2. Group Project: Startup Financing Plan (Online/Classroom)

- **Task:** Develop a financing plan for a hypothetical Indian startup, including sources of long-term and short-term finance and leverage analysis.
- **Process:** Students research funding options (e.g., venture capital, bank loans), create a plan, and present via video or in-class. Reflect on challenges like investor expectations.

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- **Outcome:** CO3 – Apply capital structure concepts to practical scenarios.
- **Pedagogical Tools:** Project, presentation, assignment.
- **Mode:** Online (FBLD via university platform) or classroom.

Unit 4: Working Capital and Dividend Decision in the Digital Age (25%)

Objective: Understand working capital management, digital tools, and dividend policies, including ESG and behavioural finance.

Activities:

1. Simulation: Working Capital Management (Classroom)

- **Task:** Simulate managing working capital for a retail business using digital tools (e.g., ERP or cash flow apps). Students optimize cash, receivables, and inventory.
- **Process:** Groups use software or spreadsheets to manage components, reflect on challenges (e.g., liquidity vs. profitability), and present solutions.
- **Outcome:** CO4 – Understand fintech’s role in working capital management.
- **Pedagogical Tools:** Simulation, problem-solving, group discussion, presentation.
- **Mode:** Classroom.

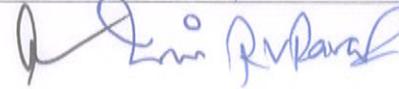
2. Industrial Visit and Survey (Classroom/Field)

- **Task:** Visit a local industry (e.g., a Gujarat-based SME or bank) to study working capital practices and dividend policies. Conduct a survey on ESG investing or fintech adoption.
- **Process:** Students collect data, analyze findings, and submit a report linking to Unit 4 concepts (e.g., behavioural finance, digital tools). Alternative: Online survey if physical visits are restricted.
- **Outcome:** CO4 – Apply knowledge of fintech, ESG, and behavioural finance.
- **Pedagogical Tools:** Industrial visit, survey, project, assignment.
- **Mode:** Field or online (FBLD).

Mapping of the Outcome

Course Outcome (CO)	Program Outcome (PO)	Justification
CO1: Define and explain principles and goals of	PO1: Disciplinary Knowledge PO5: Global and Local	PO1: CO1 builds foundational knowledge of financial management principles (e.g., profit vs. wealth)

<p>financial management.</p>	<p>Business Awareness</p>	<p>maximization, financial planning) as outlined in Unit 1, enabling students to understand finance as a core commerce discipline. Activities like case studies on financial planning in Indian firms reinforce theoretical understanding.</p> <p>PO5: CO1 covers recent trends like fintech and AI in financial decisions (Unit 1), fostering awareness of global and Indian financial practices through seminars or online SWAYAM MOOC modules on digital finance.</p>
<p>CO2: Evaluate investment opportunities using both traditional and modern tools.</p>	<p>PO2: Critical Thinking and Problem Solving</p> <p>PO3: Professional Skills and Employability</p>	<p>PO2: CO2 involves applying capital budgeting techniques (e.g., NPV, IRR, Payback) from Unit 2 through problem-solving exercises and case studies, requiring students to analyse investment scenarios critically.</p> <p>PO3: Practical activities like simulations of investment decisions or group projects using financial tools (e.g., Excel for NPV calculations) develop technical and analytical skills, enhancing employability in finance roles.</p>

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<p>CO3: Analyse optimal capital structure using real case scenarios and cost of capital.</p>	<p>PO2: Critical Thinking and Problem Solving PO3: Professional Skills and Employability PO5: Global and Local Business Awareness</p>	<p>PO2: CO3 requires analysing capital structure and cost of capital (Unit 3) through case studies and calculations (e.g., trading on equity), fostering problem-solving skills to optimize financial decisions. PO3: Projects and presentations on capital structure for startups or established firms develop professional skills like financial modeling and communication. PO5: Understanding factors affecting capital structure in Indian contexts (e.g., startup financing) enhances awareness of local business practices.</p>
<p>CO4: Understand the role of fintech, ESG investing, and behavioural finance in modern business.</p>	<p>PO4: Ethical and Social Responsibility PO5: Global and Local Business Awareness PO6: Lifelong Learning and Adaptability</p>	<p>PO4: CO4 covers ESG investing and behavioural finance (Unit 4), promoting ethical decision-making through case studies on sustainable finance or ethical dilemmas in dividend policies. PO5: Exploring fintech tools (e.g., ERP, cash flow apps) and global trends like ESG investing ensures awareness of modern financial practices in India and globally. PO6: Industrial visits or</p>

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		surveys on digital working capital tools encourage adaptability to emerging technologies, fostering lifelong learning.
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GUJARAT UNIVERSITY

Bachelor of Commerce (B.Com.) (Hons)

SEMESTER - V (FIVE)

COMMERCE - MINOR

Title of the Course: Human Resource Management (HRM)

COURSE CODE: DSC - M – COMM – 355 HRM

Credit Mark Distribution – 04

Syllabus as per NEP - 2020 with effective from the Academic Year 2025-26

Prerequisites:	<ul style="list-style-type: none">❖ Basic understanding of business management principles❖ Introductory knowledge of organizational structure and behaviour
Corequisites	<ul style="list-style-type: none">❖ Simultaneous study of Organizational Behaviour or Principles of Management
Course Objectives:	<ol style="list-style-type: none">1. To provide a conceptual framework of Human Resource Management2. To understand of HR planning, recruitment, and selection procedures.3. To explore performance appraisal systems and employee development processes.4. To familiarize students with industrial relations and the legal aspects of HRM.
Course Outcomes (COs):	After successful completion of this course, students will be able to: CO1: Explain the roles, responsibilities and functions of HRM in modern organizations.

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	<p>CO2: Apply recruitment and selection techniques in practical business contexts.</p> <p>CO3: Evaluate employee performance and training methods.</p> <p>CO4: Understand HRM practices in the context of within the scope of labour laws and industrial relations,</p>
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Unit Wise Syllabus: (Four Units – Equal Weightage)
Unit 1: Introduction to HRM (25%)
Human Resource Management -Definition, Concept and Scope, Objectives and Importance of HRM, Roles of HR Manager, Strategic HRM and the Role of Technology in HR, Evaluation of HRM in Bharat (India).
Unit 2: HR Planning and Acquisition (25%)
Human Resource Planning - concept and significance. The Concepts of Job Analysis, Job Description, Job Specification, Job enrichment, Job enlargement. Recruitment - Meaning, Sources and Modern process. Selection – meaning, Process and Techniques Orientation and induction – meaning and objectives. Socialisation – Meaning and Objectives
Unit 3: Training, Development, and Performance Management (25%)
Employee Training: Needs, Methods, and Evaluation Promotion, Transfer, Demotion and Separation. Executive Development: Definition, Significance. Performance Appraisal: Meaning Objectives, Techniques, and Challenges Career Planning concept, objectives and stages. Employee Motivation and Employee Retention Practices
Unit 4: Industrial Relations and HR Legal Framework (25%)
Industrial Relations: Meaning objectives and its Stakeholders. Trade Unions: Functions and issues Grievance Handling Mechanisms and Discipline Procedures An Overview of Key Labor Laws:

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(Factories Act, Payment of Wages Act, Minimum Wages Act, Contemporary HR Issues on HRM Work-Life Balance, Diversity Ethics and values.)

Pedagogical Tools:

- Classroom Lecture, Quizzes and exams, Problem Solving, Presentation, Group Discussion, Seminar, Case Studies, Assignment, Project, conducting survey, Industrial /Educational Visit

Mode of Evaluation:

Evaluation will be divided in two parts:

- External: Semester and examination will be conducted by the Gujarat University of 50 Marks.
- Internal: Internal Evaluation of 50 marks will be decided by the college / Institutes / University departments as per instruction given by the University time to time.

Recommended Books (Latest Editions):

- 1 Gary Dessler - Human Resource Management Pearson Education
- 2 K. Aswathappa - Human Resource Management McGraw-Hill
- 3 V.S.P. Rao - Human Resource Management Excel Books
- 4 C.B. Gupta- Human Resource Management Sultan Chand & Sons
- 5 Michael Armstrong - A Handbook of Human Resource Management Practice Kogan Page
- 6 P. Subba Rao - Essentials of Human Resource Management Himalaya Publishing
- 7 Khandelval & Dave – How to be rich and happy, Blueroseone Publishing

Experiential Learning may be employed by the teachers

Unit 1: Introduction to HRM (25%)

Objective: Understand HRM's definition, scope, objectives, and strategic role, including its evolution in India and technology's impact.

Activities:

1. Case Study Analysis (Classroom/Group Discussion)

- **Task:** Analyse a case study on HRM practices in an Indian organization (e.g., Tata Group or Infosys) focusing on strategic HRM and technology adoption (e.g., HRIS platforms in 2025).
- **Process:** Students work in groups to identify HR roles, discuss technology's impact (e.g., AI in HR analytics), and present findings. Reflect on how Indian HRM differs from global practices.

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- **Outcome:** CO1 – Explain HRM functions and strategic roles in Indian contexts.
- **Pedagogical Tools:** Case study, group discussion, presentation.
- **Mode:** Classroom with online research via SWAYAM MOOC (e.g., “Strategic HRM” module).

2. Guest Lecture and Reflection (Industrial Visit/Online)

- **Task:** Attend a guest lecture (in-person or via webinar) by an HR manager from an Indian firm, discussing HRM’s evolution and challenges. Submit a reflective essay linking the lecture to unit concepts.
- **Process:** Students take notes, reflect on the manager’s insights, and connect to syllabus topics (e.g., HR roles, technology).
- **Outcome:** CO1 – Understand HRM’s scope and modern applications.
- **Pedagogical Tools:** Seminar, assignment.
- **Mode:** Online (FBLD) or industrial visit.

Unit 2: HR Planning and Acquisition (25%)

Objective: Master concepts of HR planning, job analysis, recruitment, selection, and onboarding.

Activities:

1. Role-Playing: Recruitment and Selection (Classroom)

- **Task:** Simulate a recruitment process where students act as HR managers, candidates, and observers. Design a job description and specification for a role (e.g., marketing executive), conduct mock interviews, and provide feedback.
- **Process:** Groups prepare job profiles, conduct interviews, and reflect on selection techniques (e.g., competency-based questions). Observers evaluate using a rubric.
- **Outcome:** CO2 – Apply recruitment and selection techniques.
- **Pedagogical Tools:** Role-playing, problem-solving, group discussion.
- **Mode:** Classroom.

2. Project: Job Analysis and Onboarding Plan (Online/Classroom)

- **Task:** Create a job analysis for a chosen role in a hypothetical Indian startup, including job description, specification, and an onboarding plan. Use online HR tools (e.g., LinkedIn or Naukri.com) for research.
- **Process:** Students submit a report and present their plan, reflecting on challenges in aligning job roles with organizational goals.
- **Outcome:** CO2 – Understand HR planning and onboarding processes.
- **Pedagogical Tools:** Project, presentation, assignment.

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- **Mode:** Online (FBLD via SWAYAM or university LMS).

Unit 3: Training, Development, and Performance Management (25%)

Objective: Explore training needs, methods, performance appraisal techniques, and career planning.

Activities:

1. Simulation: Performance Appraisal (Classroom)

- **Task:** Conduct a mock performance appraisal session where students role-play as HR managers and employees, using techniques like 360-degree feedback or MBO (Management by Objectives).
- **Process:** Students prepare appraisal criteria, conduct the session, and reflect on challenges (e.g., bias, feedback delivery). Debrief in groups to link to theory.
- **Outcome:** CO3 – Evaluate performance appraisal methods.
- **Pedagogical Tools:** Role-playing, group discussion, problem-solving.
- **Mode:** Classroom.

2. Group Project: Training Program Design (Online/Classroom)

- **Task:** Design a training program for a specific skill (e.g., digital literacy for employees in 2025) and evaluate its effectiveness using Kirkpatrick's model.
- **Process:** Groups develop training modules, present via video or in-class, and submit a reflective report connecting to employee motivation and retention.
- **Outcome:** CO3 – Apply training methods and evaluate outcomes.
- **Pedagogical Tools:** Project, presentation, assignment.
- **Mode:** Online (FBLD via university platform) or classroom.

Unit 4: Industrial Relations and HR Legal Framework (25%)

Objective: Understand industrial relations, trade unions, grievance handling, and labour laws (e.g., Factories Act, Payment of Wages Act).

Activities:

1. Case Study: Grievance Handling (Classroom)

- **Task:** Analyse case study on workplace conflict (e.g., employee grievance over wages in an Indian factory) and propose a grievance handling mechanism compliant with labour laws.
- **Process:** Groups discuss the case, propose solutions, and present, reflecting on ethical considerations and legal compliance.
- **Outcome:** CO4 – Understand grievance handling and labor law applications.
- **Pedagogical Tools:** Case study, group discussion, presentation.

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- o **Mode:** Classroom

2. Industrial Visit and Survey (Classroom/Field)

- o **Task:** Visit a local industry (e.g., manufacturing unit in Gujarat) to observe HR practices related to industrial relations and compliance with laws like the Minimum Wages Act. Conduct a survey on employee satisfaction and submit a report.
- o **Process:** Students collect data, analyse findings, and reflect on how laws shape HR practices. Alternative: Online survey if physical visits are restricted.
- o **Outcome:** CO4 – Apply knowledge of industrial relations and legal frameworks.
- o **Pedagogical Tools:** Industrial visit, project, survey, assignment.
- o **Mode:** Field or online (FBLD).

Mapping of the Course Outcome

Course Outcome (CO)	Program Outcome (PO)	Justification
CO1: Explain the roles, responsibilities, and functions of HRM in modern organizations.	PO1: Disciplinary Knowledge PO5: Global and Local Business Awareness	PO1: CO1 builds foundational knowledge of HRM concepts (e.g., roles of HR managers, strategic HRM) as outlined in Unit 1, enabling students to understand HRM as a core commerce discipline. Activities like case studies on Indian organizations (e.g., Tata Group) reinforce theoretical understanding. PO5: CO1 emphasizes HRM’s evolution in Bharat and the role of technology (e.g., HRIS in 2025), fostering awareness of Indian and global HR practices through guest lectures and reflective essays.
CO2: Apply recruitment and selection techniques in practical business contexts.	PO2: Critical Thinking and Problem Solving PO3: Professional	PO2: CO2 involves applying recruitment and selection processes (Unit 2) through role-playing and job analysis projects, requiring students to analyse job requirements and solve recruitment challenges (e.g., designing

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	Skills and Employability	job descriptions). PO3: Practical activities like mock interviews and onboarding plan creation develop professional skills such as communication, decision-making, and HR tool usage, enhancing employability in HR roles.
CO3: Evaluate employee performance and training methods.	PO2: Critical Thinking and Problem Solving PO3: Professional Skills and Employability PO6: Lifelong Learning and Adaptability	PO2: CO3 requires evaluating performance appraisal and training methods (Unit 3) through simulations and group projects, fostering analytical skills to assess effectiveness (e.g., using Kirkpatrick's model). PO3: Conducting mock appraisals and designing training programs hones professional skills like feedback delivery and program development. PO6: Reflection on appraisal challenges and training outcomes encourages students to adapt and improve practices, promoting lifelong learning.
CO4: Understand HRM practices within the scope of labour laws and industrial relations.	PO4: Ethical and Social Responsibility PO5: Global and Local Business Awareness	PO4: CO4 covers labour laws (e.g., Factories Act, Minimum Wages Act) and grievance handling (Unit 4), fostering ethical decision-making through case studies and surveys on workplace issues like diversity and work-life balance. PO5: Industrial visits and case studies on Indian labour laws enhance understanding of local HR practices and compliance, contextualizing HRM within India's legal and industrial framework.

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