

Annexure 76-84
College of Vocational Studies
Small and Medium Enterprise
Semester VII

DSC-1	Strategic Management in MSMEs
DSE-1	Research Methodology in MSMEs
DSE-1	MSMEs Financing and funding
DSE-2	Hands-on Python
DSE-2	Economics of Microfinance
GE Common Pool <u>for BA (VS) Small and Medium Enterprise</u>	
1	Offered by History Department
2	Offered by Political Science Department
3	Offered by Mathematics Department
4	Offered by Economics Department
5	Service marketing for Tourism and Hospitality (Offered by Department of Tourism, CVS)

B.A(VS) Micro Small and Medium Enterprises**Semester VII****Discipline Specific Core - (DSC 7.1)****Strategic Management in MSMEs****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
DSC 7.1 Strategic Management in MSMEs	4	3	1	-		NONE

Course Objectives:

The objective of this course is to equip learners with the strategic management skills necessary to drive growth, innovation, and competitiveness in Micro, Small, and Medium Enterprises (MSMEs). Participants will learn to analyze internal and external environments, formulate effective business strategies, and implement decision-making processes suited to the unique challenges faced by MSMEs. The course aims to develop critical thinking, strategic planning, leadership, and resource optimization abilities to ensure sustainable business success in dynamic markets.

Learning Outcomes:

Understand the strategic management process and its relevance to the growth and sustainability of MSMEs.

Analyze the internal and external business environments to identify opportunities, threats, strengths, and weaknesses specific to MSMEs.

Develop strategic plans that align with the vision, mission, and goals of MSMEs.

Apply strategic tools and frameworks (e.g., SWOT, PESTLE, Porter's Five Forces) to real-world MSME scenarios.

Formulate competitive and growth strategies tailored to the resource constraints and market dynamics of MSMEs.

Evaluate innovation, digital transformation, and technology adoption strategies within MSMEs.

- Manage strategic change and organizational development processes in MSMEs to improve performance and resilience.
- Critically assess financial, operational, and market strategies to optimize resource use and value creation in MSMEs.
- Demonstrate leadership, negotiation, and decision-making skills essential for implementing strategic initiatives in small and medium enterprises.
- Design sustainability and risk management strategies to enhance long-term competitiveness of MSMEs.

Unit I: Introduction to Business policy & Strategy (10 Hours)

Nature & importance of business policy & strategy; Introduction to Strategic Management in SMEs; Meaning and Importance of Strategy and Strategic Management; Characteristics of SMEs and Their Strategic Needs; Differences in Strategic Approaches: SMEs VS Large Corporations; Strategic Roles of Entrepreneurs and SME Managers; The Strategic Planning Process for SMEs
Case Study: How Startups Become Successful SMEs

Unit II: Environmental and Internal Analysis for SMEs (11 Hours)

Understanding the SME Business Environment: PESTEL Analysis for SMEs: Industry and Competitor Analysis (Porter's Five Forces): Internal Analysis; Resource-Based View (RBV) of SMEs; VRIO Framework: Assessing SME Strengths and Weaknesses; SWOT Analysis: Practical Applications for SMEs; Strategic Tools for SMEs (e.g., BCG Matrix, Value Chain Analysis).

UNIT 3: Strategy Formulation and Implementation for SMEs(12 Hours)

Types of Strategies: Growth Strategies: Market Penetration, Market Development, Product Development, Diversification; Competitive Strategies: Cost Leadership, Differentiation, Focus; Innovation and Strategic Entrepreneurship in SMEs; Strategic Alliances, Partnerships, and Networking; Challenges in Strategy Implementation; Managing Change in SMEs

UNIT 4: Sustainability, Scaling, and Strategic Control (12 Hours)

Sustainable Competitive Advantage in SMEs; Strategic Scaling: When and How to Grow; Globalization Strategies for SMEs: Entering International Markets; Digital Transformation and Technology Adoption in SMEs; Monitoring, Evaluating, and Controlling Strategy; Balanced Scorecard and Other SME-Friendly Performance Tools; Ethical and Social Responsibility Issues in SME Strategy.

Practical Activities:

- Select any three MSMEs and analyze their mission and vision statements and discuss how well they reflect the company's strategic intent.
- Choose anyone MSME and perform Porter's Five Forces analysis and Value Chain analysis.
- Use BCG or GE matrix to analyze the product portfolio of a diversified company and present strategic choices based on matrix positions.

- Suggestive Readings
- Strategic Management: Concepts and Cases" – Fred R. David & Forest R. David
"Strategic Management for Small and Medium Enterprises" – Murat Akpınar
(Specifically focuses on the strategic management process in the context of SMEs.)
- Small Business Management: Launching and Growing Entrepreneurial Ventures" – Justin G. Longenecker, J. William Petty, Leslie E. Palich, and Frank Hoy
- The Strategy Process: Concepts, Contexts, and Cases" – Henry Mintzberg, Joseph Lampel, James Brian Quinn, and Sumantra Ghoshal
- Pearce, J.A. & Robinson, R.B. (2013). Strategic Management :Formulation Implementation and Control. McGraw Hill Education (12TH ed.)
- Kazmi, A. (2008). Strategic Management and Business Policy. McGraw Hill Education
- "Strategic Management for Small and Medium Enterprises" by C. R. Christensen
- "Small Business Management: Launching and Growing Entrepreneurial Ventures" by Longenecker, Petty, Palich, Hoy
- OECD Reports on SMEs and Entrepreneurship
"MSME Report" – Ministry of MSME, Government of India (latest year)
"Entrepreneurship and Small Business Management" – Steve Mariotti & Caroline Glackin
- Elizabeth Verkey (2021)

Semester VII
Discipline Specific Elective-DSE-I 7.1
Research Methodology in MSMEs
Offered by Commerce Department, College of Vocational Studies
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
Research Methodology in MSMEs	4	3	1	-		NONE

Course Objective:

To equip participants with the knowledge and practical skills to design, conduct, and apply research methods effectively in small and medium enterprises for decision-making, innovation, and growth.

Upon successful completion of the course, the students will be able to:

- Explain the fundamental concepts and significance of research in the SME context.
- Identify appropriate research methods (qualitative, quantitative, or mixed) based on specific business problems faced by SMEs.
- Formulate clear research problems, objectives, and hypotheses tailored to SME needs.
- Conduct literature reviews and build a conceptual framework relevant to small and medium enterprises.
- Design effective sampling strategies and data collection instruments suitable for limited-resource environments.
- Apply basic data analysis techniques using tools like Excel, Google Forms, or introductory statistical software.
- Interpret research findings and derive actionable insights for SME decision-making and strategy development.
- Prepare research reports and visual presentations that clearly communicate findings to various SME stakeholders.
- Evaluate ethical issues in SME-focused research and ensure the reliability and validity of their findings.
- Utilize research outputs to support innovation, market entry, customer understanding, and funding applications in SMEs.

Curriculum Outline:**Unit I : Introduction to Research in SMEs (10 Hours)**

- Definition and importance of research in SMEs
- Types of research (exploratory, descriptive, analytical, applied)
- challenges and opportunities in SME research
- Formulating research problems and objectives
- Types of research design (qualitative, quantitative, mixed)

Unit II : Literature Review and Sampling and Data Collection in SMEs(11 Hours)

- Purpose and process of reviewing existing literature
- Sources: academic, market, trade reports, online databases
- Building a theoretical/conceptual framework
- Sampling techniques (probability vs. non-probability)
- Determining sample size for small business contexts
- Data collection methods: surveys, interviews, observations, secondary data

Unit III: Data Analysis Interpretation and Reporting of Results(12 Hours)

- Quantitative analysis: Descriptive statistics, basic inferential tools
- Qualitative analysis: Thematic coding, content analysis
- Using tools like Excel, SPSS, or Google Forms
- Interpreting findings in the context of SME decision-making
- Writing research reports for business use
- Creating visualizations and summaries for stakeholders

Unit IV: Ethics and Validity in SME Research & Application(12Hours)

- Ethical issues in business research (confidentiality, consent)
- Ensuring reliability and validity of findings
- Avoiding bias and ensuring transparency
- Market research, customer feedback, employee surveys
- Feasibility studies and pilot testing
- Using research to drive innovation, marketing, and funding strategies

Practical Exercises:

- Activity: Brainstorming session – What do SMEs need to know to grow?
- Drafting a Activity: Literature mapping exercise using Google Scholar or business reports
- research problem relevant to your SME or business interest
- Case study analysis – Research-driven decisions in successful SMEs
- Multiple-choice quizzes or reflection assignments
- Mini-research project (individual or group)
- Final presentation: Research proposal or report focused on an SME problem

Suggested Readings :

- Government reports (e.g., MSME Annual Report)
- Research tools: Google Scholar, SurveyMonkey, Excel/SPSS
- Business Research Methods" by William G. Zikmund, Barry J. Babin.
- Research Methodology: Methods and Techniques" by C.R. Kothari and Gaurav Garg
- Research Methods for Business Students" by Mark Saunders, Philip Lewis, and Adrian Thornhill
- Entrepreneurships and Small Business by Paul Burns
- Reports and Guides:
- MSME Annual Reports (Government of India).
[<https://msme.gov.in>]
- NSSO Survey Reports on MSMEs
- SIDBI Reports on MSME Financing and Development
[<https://sidbi.in>]
- Google Scholar
[<https://scholar.google.com>]
- [<https://research-methodology.net>]
- SME Chamber of India Publications
- "Case Study Research: Design and Methods" by Robert K. Yin
- "Qualitative Research Methods for the Social Sciences" by Bruce L. Berg and

Semester VII**Discipline Specific Elective – DSE I 7.2****MSMEs Financing and funding****Offered by Commerce Department, College of Vocational Studies****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
MSMEs in Financing and Funding	4	3	1	-		NONE

Course Objective :

The course aims to provide participants with a comprehensive understanding of the financial landscape for Micro, Small, and Medium Enterprises (MSMEs). The objective is to enable MSME entrepreneurs, managers, and financial officers to identify, access, and effectively manage various sources of finance and funding. By the end of the course, participants will be able to:

- Understand the financial needs and challenges specific to MSMEs.
- Identify and evaluate various sources of funding, including debt, equity, grants, and government schemes.
- Prepare and present bankable project proposals and business plans.
- Improve creditworthiness and maintain healthy financial records.
- Utilize alternative financing options such as venture capital, angel investors, and crowdfunding.
- Leverage government policies and support programs for MSME financing.
- This dynamic course aims to provide students with an in-depth understanding of the financial system and its significance in facilitating business strategy and operations. It includes a detailed analysis of the structures, components, and regulatory frameworks that constitute the financial system.

Learning outcomes:

Upon successful completion of the course, students will be able to:

- **Explain** the financial challenges faced by MSMEs and the importance of structured financing.
- **Identify and compare** different types of funding sources such as bank loans, NBFCs, government subsidies, venture capital, and crowdfunding.
- **Analyze** the suitability of various financing options based on business stage, sector, and size.
- **Develop** a comprehensive business plan or project report that meets investor and lender requirements.
- **Demonstrate** the ability to calculate key financial indicators such as ROI, break-even point, and loan repayment schedules.
- **Apply** for loans and grants by understanding documentation, eligibility, and due diligence requirements.
- **Use** government portals and fintech platforms for accessing credit and funding schemes.
- **Evaluate** risks associated with different financing options and develop basic mitigation strategies.

Unit-I: Financial Planning and Strategy

11 hours

Concept and Importance of Financial forecasting, Long-range planning and short-range planning, Components of the Formal Financial System; Overview of Indian financial system; Financial Market: Classification- Capital Market (Primary and Secondary); Role of MSMEs in Economic Development; Common Financial Challenges faced by MSMEs; Importance of Financial Planning and Management for MSMEs. Regulatory Structure of Financial Institutions and Markets. SEBI: Powers and Functions & Investor Protection Measures. RBI: Role of RBI in Indian Financial System.

UNIT 2: Government Policies, Schemes, and Institutional Support

12 hours

Key Government Schemes for MSME Financing (e.g., CGTMSE, PMEGP, CLCSS); Role of SIDBI, NSIC, KVIC, District Industries Centres (DICs); Subsidies, Incentives, and Credit Support Mechanisms; Digital Initiatives: Udyam Registration, TReDS Platform, PSB Loans in 59 Minutes. Case Studies on Effective Utilization of Government Schemes.

Unit-3: Financial Services

11 hours

Financial Services – Meaning, Concept and Importance of Financial Services, Types of Financial services: Fund Based and Fee based; Leasing and Hire Purchase finance; Factoring and forfeiting; Bills Discounting; Concept and Importance of Insurance; Types of Insurance; Merchant Banking

Unit-4: Funding of Start Ups and MSMEs

11 hours

Equity Share Capital, Preference Share Capital, Debenture-Types Public Deposit; International Sources of Finance: ADR, GDR, ECB, FCCB, FDI and FII; Crypto Currency, Angel Funding, Crowd Funding, Boot Strapping, Funding from incubators and accelerators and Alternate Investment Fund; Venture Capital Financing-Meaning and features of Venture Capital, Types of Venture Capitalist, Stages of Venture financing, Factors affecting Venture Capital financing.

Practical activities:

1. To develop a financial strategy for a MSME, including recommendations for financing, investing, and managing risk.
2. Prepare a report on MSMEs financing options.
3. Assign teams to conceptualize a crowdfunding campaign for a social-impact MSME (e.g., sustainable crafts, organic farm produce).

Suggestive readings:

- Fundamentals of Financial Management – Prasanna Chandra (7e – 2023)
- Financial Services - M Y Khan (10e – 2022)
- Financial Management P.V Kulkarni (14e – 2015)
- Indian Financial System - Bharati Pathak (4e – 2014)
- Financial Services and Markets - Dr. Punithavathy Pandian - 2014
- Financial Management by I.M. Pandey
- Entrepreneurial Finance by J. Chris Leach & Ronald Melicher.
- Small and Medium Enterprises Under Globalisation by Dr. T.K. Velayudham
- Financing of Small Scale Industries by S.K. Basu
- MSME Annual Report – Ministry of MSME, Government of India
<https://msme.gov.in>
 – Annual statistics, policies, and financing schemes for MSMEs.
- **SIDBI Reports** – Small Industries Development Bank of India
<https://www.sidbi.in>
 – Access to reports on credit gaps, MSME development, and refinancing schemes.
- **RBI Reports on MSME Sector** – Reserve Bank of India
<https://www.rbi.org.in>
 – Insight into credit flow, priority sector lending, and policy frameworks.

Semester-VII

Discipline Specific Elective-DSE-II 7.1

Hands-on Python

Offered by Economics Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VII	Hands-on Python	4	1	0	3	Class 12th Pass	NIL

Course Objectives:

The objective of this course is to equip students with the fundamental knowledge and practical skills in Python programming. It will enable the students in understanding usefulness of Python as an analytical tool in diverse fields. They will learn how to use lists, tuples, dictionaries, and functions programs. They will be prepared to use the program for managing data frames, visualising datasets and performing simple statistical calculations.

Course learning outcomes:

After completion of the course students will be able to:

1. Describe the concepts of constants, variables, data frames and operators.
2. Write programs using list, tuple, set and strings handling functions.
3. Write programs using user-defined functions and python dictionary.
4. Create data frames and transform and aggregate them through slicing, merging and visualising.
5. Visualise and present data sets with the help various types of charts and graphs.
6. Calculate measures of central tendency and measures of dispersion.

Unit 1: Introduction to Python Programming [10 Hours]

Introduction to Python and its features, Setting up the Python Development Environment, Basic Python syntax and data types, Variables, operators, and expressions in Python, Python List, Tuples, Python Dictionaries, Functions and Packages, NumPy

Unit 2: Data Manipulation with Pandas [10 Hours]

Transforming DataFrame, Aggregating DataFrame, Slicing and Indexing DataFrame, Creating and Visualizing DataFrame, Data Merging Basics, Merging Tables With Different Join Types, Advanced Merging and Concatenating

Unit 3: Data Visualization and Analysis [10 Hours]

Introduction to data visualization libraries (Matplotlib, Seaborn), Plotting and customizing charts and graphs, Exploratory data analysis using Python, Presenting insights and findings with visualizations, Creating interactive and appealing data visualizations

Unit 4: Statistics with Python [15 Hours]

Data Classification (Discrete, Continuous, Categorical), Mean, Median, Mode, Variance, Standard Deviation, Quartile, Percentile, Inter-quartile Range, Identifying outliers, correlation

Suggested Readings:

- VanderPlas, J. (2016). Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media.
- Downey, A. B. (2014). Think Stats: Exploratory Data Analysis in Python (2nd ed.). O'Reilly Media.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

Semester-VII**Discipline Specific Elective-DSE-II 7.2****Economics of Microfinance**

Offered by Economics Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VII	Economics of Microfinance	4	3	1	0	Class 12th Pass	Nil

Learning Objectives:

The purpose of this course is to offer a fundamental understanding of microfinance and how microfinance institutions have evolved overtime and their operation. It will cover the delivery of micro-finance products and services, as well as the technical skills and behavioural aspects relevant to people working in microfinance sector. This course will significantly contribute to enhancing the financial literacy of individuals involved in microfinance, particularly among frontline employees of microfinance organisations, as well as the aspirants.

Learning Outcomes:

The students will be able to:

- understand the importance of Microfinance in India.
- learn the relevance of Microfinance in India.
- Analyse the role of Micro Finance Institutions and financial Inclusion.
- Analyse the Role of NGOs in implementing the Governments welfare policies.

Unit I: Development of Microfinance**(10 hours)**

Concept of Microfinance, Evolution and Growth of Microfinance in India, Neoclassical Approaches to Household Decision making, Microfinance and financial inclusion in India, The Millennium Development Goals – Pros and cons of Micro Credit Programme.

Unit II: Microfinance Models and Institutions (11 hours)

NABARD model, SIDBI model, SGSY model, Grameen Banking model, NMDFC model, Associations model, Community Banking Model, Credit unions etc.

Commercial Microfinance: Investing in Microfinance, Viability of MFIs, Financial risk, Risk management and diversification of risk in Micro finance, Impacts and determinants of Micro Finance.

Unit III: Ratings of Microfinance Institutions (MFIs) (12 hours)

Social Rating, Credit Rating of MFIs and Impact assessment in Micro finance; Micro insurance: issues and challenges; MUDRA Yojana; PMJDY. Government's welfare schemes for financial and social inclusions like Deendayal antyodaya yojana, Pradhan Mantri Garib Kalyan Yojana (PMGKY) (Case Studies).

Unit IV: An Assessment and Impact of NGOs in Entrepreneurship (12 hours)

Role and strategy of NGO, Functions of NGOs, NGOs and their role in financial inclusion, NGOs in Entrepreneurship Development, Strengths and weakness of NGOs, Women Empowerment, Women and Micro Finance, Gender issue in micro finance, Rationale behind Self-help groups (SHG) and need to institutionalization, Genesis of rural credit system, Genesis of SHG.

Practical Exercises:**The learners are required to:**

1. Make groups for presentations to develop the approaches to household decisions regarding finances. (Unit I)
2. Make an industrial visit to any microfinance government institution for a clear understanding of the microfinance models. (Unit II)
3. Engage in a group discussion on how different government schemes enhance financial inclusion. (Unit III)
4. Students will do surveys of NGOs to know the functions and strategies of NGOs. (Unit IV)

Suggested Readings:

- Panda, D. K. (2009). Understanding Microfinance. Wiley
- Datta, S and Sahu, T.N (2023) Financial Inclusion and Livelihood Transformation Perspective from Microfinance Institutions in Rural India. Palgrave Macmillan Singapore, <https://doi.org/10.1007/978-981-99-4141-4>
- Radhakrishnan, S. (2022). *Making Women Pay: Microfinance in Urban India*. Duke University Press. <https://doi.org/10.2307/j.ctv219kxgx>
- Credit Rating Information Services of India Limited. Accessed on June 1, 2016. Retrieve from <https://www.crisil.com/content/dam/crisil/our-analysis/publications/crisil-inclusix/CRISIL-Inclusix-An-index-to-measure-ind-ias-progress-on-financial-inclusion-vol3-june2015.pdf>, pp. 24. (Unit III)
- World Bank. Accessed on June 9, 2019. Retrieved from www.worldbank.org/en/topic/financialinclusion/brief/achieving-universal-financial-access-by-2020 (Unit IV)

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.
- 2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

Semester VII
Generic Elective-GE -7.1
Service marketing for Tourism and Hospitality
Offered by Tourism Management Department, College of Vocational Studies
Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	Course Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
			Lecture	Tutorial	Practical		
Service marketing for Tourism and Hospitality GE -7.1	GE 7.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

This course explores the unique nature of service marketing within the tourism and hospitality industries. Students will learn the core principles of services marketing, understand consumer behavior in service settings, and develop strategies for creating value, enhancing customer experience, and building long-term relationships in service-based businesses. The course blends theory with practical insights through case studies, discussions, and real-world examples.

Learning Outcomes:

After completing this course, the learners would be able to:

1. explain the distinctive characteristics of service marketing in tourism and hospitality.
2. apply the 7 Ps framework to design and manage effective service marketing strategies.
3. analyze service encounters and customer expectations in various hospitality contexts.
4. evaluate service quality using models like SERVQUAL and propose improvements.
5. use digital and relationship marketing tools to enhance customer engagement and retention.

Unit I

Introduction to Service Marketing

(11Hours)

Definition and characteristics of services, Difference between goods and services, Role of services in tourism and hospitality, The service marketing triangle, Customer expectation from Hospitality services, The expanded marketing mix (7 Ps) in tourism and hospitality,

Unit II

Understanding Customer Expectations and Perceptions

(11Hours)

Customer expectations and perceptions of service, The concept of service encounters and moments of truth, Service quality models: SERVQUAL and GAP Model, Managing demand and capacity in services, Customer satisfaction and complaint management.

Unit III

Designing Service Marketing Strategies

(11Hours)

Market segmentation, targeting, and positioning for service offerings, Service product design and innovation, Branding services and destination marketing, Pricing strategies for services, Promotion and communication in service businesses.

Unit IV

Modern Marketing

(12Hours)

Green marketing, Mobile marketing, Cross-cultural marketing, Web marketing, Buzz marketing, Relationship marketing in hospitality: loyalty programs, CRM, personalization, Role of technology in service marketing, Social media and online reviews as marketing tools.

Exercises

The learners are required to:

1. analyze and present examples of the 7 Ps in a hotel/resort of their choice.
2. develop a customer feedback questionnaire for a hotel or travel agency.
3. develop a promotional campaign for a tourism destination
4. design a loyalty program for a hotel or travel firm.

Suggested Readings:

- Hoffman, K. D., & Bateson, J. E. G. (2017). *Services Marketing: Concepts, Strategies, and Cases* (5th ed.). Cengage Learning.
- Hudson, S. (2020). *Marketing for tourism, hospitality & events: A global & digital approach*. SAGE Publications.
- Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2016). *Marketing for Hospitality and Tourism* (7th ed.). Pearson Education.
- Lovelock, C., Wirtz, J., & Chatterjee, J. (2019). *Services Marketing: People, Technology, Strategy* (8th ed.). Pearson.
- Mariani, M. M., Baggio, R., Della Corte, V., & Buhalis, D. (2021). *Smart tourism: Foundations and developments*. Springer.
- Morrison, A. M. (2022). *Marketing and managing tourism destinations* (2nd ed.). Routledge.
- Solomon, M. R. (2022). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson.
- Wirtz, J. (2022). *Services marketing: People, technology, strategy* (9th ed.). World Scientific Publishing.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.). McGraw-Hill Education.

Notes:

- 1. Suggested Readings will be updated and uploaded on college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

College of Vocational Studies
Small and Medium Enterprise
Semester VIII

DSC-1	E-Business Management in MSMEs
DSE-1	Basics of GST
DSE-1	Intellectual Property Rights and Law and for MSMEs
DSE-2	Application to Data Analytics with R
DSE-2	Economics of Startup
<u>GE Common Pool for BA (VS) Small and Medium Enterprise</u>	
1	Offered by Department of History
2	Offered by Department of Political Science
3	Offered by Department of Economics
4	Offered by Department of Mathematics
5	Tourism Startups and Innovations (Offered by Department of Tourism Management)

Bachelor of Arts (VS)- Small and Medium Enterprises**Semester VIII****Discipline Specific Course - DSC 8.1****E-Business Management in MSMEs****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course Title & Code	Credits	Credit distribution of the course			Eligibility Criteria	Pre- requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
E-Business Management in MSMEs	4	3	1	0	As per University Norms	NIL

Course Objective- The objectives of the course are to understand the fundamental of e-business and its role in modern organizations. The students will be able design, implement and manage e-business solutions, evaluate their effectiveness and analyze and respond to the evolving digital marketplace.

Learning Outcomes-

CO1: To enable the students to understand about e-business and e-commerce- meaning, nature, scope and e-commerce business models

CO2: Students will be able to analyze real business cases regarding their e-business strategies and transformation processes and choices.

CO3: To make the students understand e-commerce security environment, security threats in the e-commerce environment, technology solutions, IT Act 2000.

CO4: Students will be able to understand E-payment system including methods, digital signatures, payment gateways, and risks involved in E-payments

CO5: To Integrate theoretical frameworks with business strategies.

Syllabus

Unit 1: Introduction to E-Business and E-Commerce (10 hours)

Meaning, nature, concepts, scope, advantages, disadvantages of e-commerce and e-business, Types of e-commerce, e-business models, Key elements of e-business model, forces behind e-commerce, impact of E-business on different industries, emerging technologies for e-business solutions.

Unit 2: E-Marketplace (10 hours)

Structures, Mechanisms, Economics, & impacts- e-Marketplace: meaning, concept, scope and Functions, types and features of e-Marketplace. Various types of auctions and their characteristics, benefits, limitations and impacts of auctions. E-Commerce in the wireless environment.

Unit 3: Security and encryption (12 hours)

Need, concepts and scope of e-security, security threats in the e-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber vandalism etc.), technology solutions (encryption, security channels of communication, protecting networks, servers and clients), Information Technology Act 2000 (meaning, objectives and provisions).

Unit-4: Launching Online Business and E-Commerce Projects (13 hours)

Requirements for starting an online business from different perspectives, funding options available for startup businesses. Designing, building and launching e-commerce Website (decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website), search engine optimization.

Practical Exercises:

The learners are required to:

1. Design a basic business website for MSMEs
2. Identify e-business opportunities in India's MSME sector using case studies
3. Design a basic supply chain flow for an online clothing startup using case studies
4. Prepare a project report on renowned MSMEs running e-business

Suggested Readings:

- Chaffey et al. (2024) *Digital Business and E-commerce*. (8th ed.). Pearson International.
- Combe, C. (2016). *Introduction to E-Business*. Netherlands: Taylor & Francis Group.
- Mohapatra, S. (2012). *E-Commerce Strategy: Text and Cases*. Netherlands: Springer US.
- Joseph, P. T. S. J. (2023). *E-Commerce, Seventh Edition: An Indian Perspective*. PHI Learning Pvt. Ltd.
- Jelassi, T., Martínez-López, F. J. (2021). *Strategies for E-Business: Concepts and Cases on Value Creation and Digital Business Transformation*. Switzerland: Springer International Publishing.

Semester VIII**Discipline Specific Elective -DSE-II 8.1****Basics of GST****Offered by Commerce Department, College of Vocational Studies****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical /Practice		
Basics of GST	4	3	1	-	As Per University Norms	NONE

Learning Objectives:

To equip students with practical knowledge of GST registration, compliance, filing, and management to improve business operations and legal standing.

Learning outcomes for GST in MSMEs

Upon successful completion of the course, the students will be able to:

GST Fundamentals

- Identify when and how an SME must register for GST based on turnover and operations.
- Set up proper documentation systems for GST audit readiness.
- Maintain records necessary to claim ITC effectively and compliantly.
- Prepare and file GST returns
- Understand and apply the QRMP scheme if applicable to the SME.
- Calculate tax liabilities and make GST payments online.
- Resolve Common GST Challenges
- Leverage Technology for GST Compliance
- Apply GST Knowledge Practically

Unit1: G ST Structure and Registration (10 Hours)

Constitutional framework of indirect taxes before GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council; GST Network; Registration.

Unit 2: Supply in Detail (11 Hours)

Scope of 'Supply'; Nature of supply: Inter-State, Intra-State; Classification of goods and services. Composite and Mixed supplies; Composition levy scheme; Place of supply; Time of supply; Value

of supply.

Unit 3: Input Tax Credit (12 Hours)

Eligible and ineligible input tax credit; Apportionment of credit and blocked credits; Tax credit in respect of capital goods; Availability of tax credit in special circumstances.

Unit 4: Tax invoice, Returns and Payment of Tax (12 Hours)

Tax Invoice, Credit and debit notes, and e-Way bills; Returns; Payment of taxes; Taxability of e-Commerce.

Practical Exercises:

1. Discuss relevant provisions of the CGST Act, IGST Act, GST (Compensation to States) Act and Constitution (One Hundred and First Amendment) Act from the official website of Government of India.
2. Refer relevant notifications and circulars from the official website of Government of India to differentiate between intra-state and inter-state supply and provisions related to place of supply.
3. Illustrate the utilization of input tax credit and the provisions of reverse charge mechanism.
4. Identify the eligible and ineligible tax credit under various circumstances.
5. Study cases related to utilization of input tax credit.

Suggested Readings:

- Bansal, K. M. (2023). GST & customs law. Delhi, India: Taxmann Publication.
- Gupta, S.S. (2020). GST- how to meet your obligations. Delhi, India: Taxmann Publications.
- Mittal, N. (2022). Goods & services tax and customs law. Delhi, India: Cengage Learning India Pvt. Ltd.
- Sahi, S. (2019). Concept building approach to goods & service tax, & customs laws. Delhi, India: Cengage India Private Limited.
- Singhania, V. K. (2022). Taxmann's students' guide to GST & customs law – the bridge between theory & application. (1st ed.). Delhi, India: Taxmann Publications Private Limited.
- Babbar, S., Kaur, R., & Khurana, K. (2018). Goods and service tax (GST) and customs law. Delhi, India: Scholar Tech Press.

Semester VIII**Discipline Specific Elective -DSE-II 8.1**

Intellectual Property Rights and Law and for MSMEs
Offered by Commerce Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
Intellectual Property Laws and Policy for MSMEs	4	3	1	-	As Per University Norms	NONE

Learning Objectives

The course aims to develop the understanding of the foundational concepts and types of intellectual property. It will help the students in analyzing the legal frameworks governing IPR in India and internationally and examines the balance between creators' rights and public interest. This course also applies the IPR laws to real-world scenarios in technology, business, and culture and critically assess the impact of IPR on innovation and access to knowledge.

Learning Outcomes

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

CO1: Identify and differentiate between various forms of intellectual

property. CO2: Evaluate the effectiveness of IPR laws in fostering innovation.

CO3: Navigate the registration processes for patents, copyrights, trademarks, and designs. CO4: Address legal issues related to IPR infringement and enforcement.

CO5: Propose solutions to contemporary challenges in the IPR landscape.

Unit I: Introduction to Intellectual Property (10 Hours)

- Definition and importance of IPR.
- Historical development and international treaties (TRIPS, WIPO, Berne, Paris Conventions).
- Importance of IP for MSMEs: Growth, funding, and competitive advantage
- Overview of Types of IP: Patents, Trademarks, Copyrights, Designs, Trade Secrets, Geographical Indications
- Myths about IP for Small Businesses
- Emerging Technology: AI and IP, Blockchain and IP, Green Technologies; IP and Digital Startups

Unit II: Patents and Innovation in MSMEs (11 Hours)

- Criteria for Patentability (novelty, inventive step, industrial application)
- Patent Filing Process: Step-by-step
- Costs and timelines for MSMEs
- Patent protection strategies for resource-constrained businesses
- Introduction to Patent Search Tools
- Registration process and enforcement
- Government support initiatives and IP facilitation centers for MSMEs and Startups.

Unit III: Trademarks Copyrights for MSMEs (12 Hours)

- Definition Importance of Trademarks for MSMEs
- Trademark Registration Process (national and international filing basics)
- Managing and enforcing trademark rights
- Case Studies: Branding mistakes by MSMEs
- Understanding Copyright Protection: Literary, artistic, musical works
- How MSMEs can protect digital content (website, advertising, brochures)
- What are Industrial Designs? Importance for product-oriented MSMEs
- Filing procedures and benefits

: UNIT IV: Legal Frameworks and Compliance (12 Hours)

- Overview of Indian IP Laws overview
- International Treaties and IP (Paris Convention, Madrid Protocol, WIPO basics)
- MSME-specific government schemes for IP support (Indian SIP-EIT, Patent Subsidies)
- IP Audits: Why and how to conduct them periodically.

Practical Exercises

- Create a Basic IP Strategy for an SME
- Pick an SME sector (fashion, food, software, manufacturing, etc.). What to trademark
- What to patent? What to copyright ? How to protect trade secrets?
- Create a basic IP protection and monetization plan:
- Study a case on SME loses trademark rights or gets sued) Identify what the SME did wrong.
- Fill out a mock trademark or patent application form (available on IP India or WIPO websites).
- Practice uploading mock documents to an online IP portal (in a simulated environment).

Suggestive Readings

- Intellectual Property Law and the Information Society by James Boyle and Jennifer Jenkins.
- Intellectual Property Rights in India by V.K. Ahuja (2022)
- Law of Intellectual Property by V.J. Taraporevala.
- Intellectual Property by Elizabeth Verkey (2021)
- "Intellectual Property Rights: Text and Cases" – Dr. Neeraj Pandey and Khushdeep Dharni
- "Intellectual Property Rights for Entrepreneurs" – Vivien Irish
- Intellectual Property: Patents, Trademarks, and Copyright in a Nutshell – Arthur R. Miller and Michael H. Davis
- Business and Intellectual Property: A Guide for Innovators– Martin Brassell and Kelvin King
Government Publications
- WIPO (World Intellectual Property Organization) – IP for Business Series
WIPO SME Portal
- Intellectual Property Rights for MSMEs – Published by India's MSME Ministry
India's Department for Promotion of Industry and Internal Trade (DPIIT) – IP Rights Handbook for MSMEs
Key Reports and Research Papers
- "Intellectual Property Rights and Innovation in SMEs" – OECD Report
Leveraging Intellectual Property for SME Growth – World Bank Group
IPR and MSMEs in India" – CII and FICCI (Industry Reports)
Online Resources
- Startup India (IPR Section) [Startup India IPR Toolkit](#)
- IP India Website - [IP India Portal](#)
- Managing Intellectual Property in the Digital Age – Deli Yang
- Valuation and Exploitation of Intellectual Property and Intangible Assets – RoyaltyStat (On

Semester-VIII

Discipline Specific Elective- DSE-II 8.3

Application to Data Analytics with R o

Offered by Economics Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VIII	Application to data analytics with R	4	2	0	2	Class 12th Pass	Nil

Learning Objectives:

This Paper provides a comprehensive introduction to R programming language and data analysis, with focus on vocational fields. It will equip learners with foundational knowledge and skills to use R for statistical computing and data analysis. Key learning objectives include understanding basic R syntax, working with data structures, performing data manipulation and analysis, and creating visualisations. Students will be able to grasp the reading, cleaning and transforming and manipulating data using the built-in functions and packages.

Learning Outcomes:

The students will be able to:

- Understand the basics of R programming language, including data types, variables, and control
- Learn to import, manipulate, and visualize data in R
- Apply statistical concepts and methods to real-world data using R
- Understand how to perform inferential statistics, including hypothesis testing and confidence intervals.
- Interpret the results of statistical analyses and communicate findings effectively

Unit I: Overview of R and its IDEs, Basics of R syntax and programming concepts, Data types, variables and operations in R, Control structures, Array, Matrix, Vectors, Factors, R packages, Handling missing values

(7 hours)

Unit II: Data manipulation and preparation: Importing and exporting data in text, excel, Stata format, Data cleaning, sorting and preparation with dplyr, Data transformation using tidy.

Functions: Built in functions, Creating custom functions, conditional statements, Loops, apply, Lapply, sapply (15 hours)

Unit III: Data analysis and statistics: Descriptive statistics and exploratory data analysis, Hypothesis testing and inferential statistics, Regression analysis vs correlation, Simple regression, multiple regression, OLS, Assumptions of classical Normal Linear regression model, Auto correlation, heteroscedasticity, Time series data

Data visualisation with R: Adding layers, themes and customization using ggplot2, interactive visualisation with plotly

(15 hours)

Unit IV: Advanced analytics and introduction to machine learning.

Project work : Extracting unit level data and Analysing it with the help of appropriate tools (8 hours)

Practical Exercises:

The learners are required to:

1. Loading and cleaning of data sets
2. Performing data analysis, creating visualisation and generating reports

Suggested Readings:

- Gardner, M. (2008). *Beginning R: The statistical programming*, Wiley & Sons.
- Verzani, J (2014). *Using R for introductory statistics* (2nd ed.). Chapman & Hall
- The R Guide
- Gujarati, D.N. et al (2018) *Basic Econometrics* (5th ed), McGraw Hill India.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

Semester-VIII

Discipline Specific Elective- DSE-II 8.4

Economics of Startup Economics

Offered by Economics Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VIII	Economics of Startups	4	3	-	1	Class XII	Nil

Learning Objectives:

The learning objectives of this paper are to understand and analyse the economics of startups. The paper also intends to apply economic concepts to market price and output determination. Startups and entrepreneurship culture will help to reduce problems associated with economy. The aim of this paper is to inspire the current learners to create new startups by providing them the ability to generate new ideas.

Learning Outcomes:

The students will be able to:

- Develop a start-up Enterprise with Big Idea Generation.
- Analyse start-up capital requirement by analysing legal factors.
- Interpret feasibility Analysis towards funding issues.
- Access growth stages in new venture and reasons for scaling ventures.

Unit I: Market imperfection concepts and problems in macroeconomics – Nature of the firm, price and output determination in monopoly, oligopoly and monopolistic competition; problems of inequality, poverty, unemployment and inflation in a economy.

(10 hours)

Unit II: Startups- overview, structure, concepts and terminologies, Startups as an economic tool, Need of startups for reducing inequality, poverty, unemployment and inflation; new ideas and thinking about doing business, factors affecting startups, removing obstacles to entrepreneurship.

(13 hours)

Unit III: Indian startups ecosystem – drivers, challenges and pillars; financing of startups in India; entrepreneurship and startups culture in India; needs and opportunities of startups in Indian economy.

(11 hours)

Unit IV: Startup action plan in India, Initiatives and government policies to encourage startups in India; status of startups in India in past one decade.

(11 hours)

Practical Exercises:

The learner will analyse one startup and accordingly make the plan to set up a new startup with his new ideas.

Suggested Readings:

- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., latest edition; page no. 269-328, 367-387, 441-456.
- Coase, R.H. (1937), The Nature of the Firm, *Economica*, vol. 4 (16), page 386-405.
- World Bank Group, Doing Business 2020, comparing business regulations in 190 economies (chapter 1 &3).
- Lambert, T., Ralcheva, A. & Roosenboom, P. (2018), The crowd- entrepreneur relationship in startup financing. Chapter in book edited by Cumming, D. & Hornuf, L. (2018), *The Economics of Crowdfunding- Startups, Portals, and Investor Behaviour*, Palgrave macmillan Publication, Page no. 57-78.
- Mehmeti, V. & Musabelli, E. (2024), Start-ups: Importance and Role in the Economy, *Interdisciplinary Journal of Research and Development*, vol. 11, page 60-65.
- Bilan, I. & Apostoaie, M. (2023), Unemployment benefits, entrepreneurship policies, and new business creation, *Small Bus Econ*, Springer publication, vol. 61, page no. 1411-1436.
- Startup India, Draft Compendium of startup- specific initiatives, under central ministries, Government of India, Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, GOI.
- Korreck, S. (2019), *The Indian Startup Ecosystem: Drivers, Challenges and Pillars of Support*, ORF Occasional Paper, Observer Research Foundation.
- Singh, Vijay K. (2020), Policy and Regulatory changes for a successful Startup revolution: Experiences from the Startup Action Plan in India, ADBI working paper series 1146, Asian Development Bank Institute.
- Nine Years of Startup India (2025), Research Unit, Press Information Bureau, Government of India, Ministry of Commerce and Industry, GOI.
- Singh, P. (2022), *Entrepreneurship and Startups Culture in India*, Bharti Publication New Delhi, (Edited book).

Notes:

- 1. Reference readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

Semester VIII
Generic Elective Course -GE-8.1
Tourism Startups and Innovations
Offered by Tourism Management Department, College of Vocational Studies
Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
Tourism Startups and Innovations G.E.- 8.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

The course aims to introduce students to the foundational concepts of entrepreneurship and innovation within the tourism sector. It explores the dynamics of the tourism startup ecosystem, including various business models and funding sources that support entrepreneurial ventures. By fostering creativity and problem-solving, the course encourages students to design innovative tourism services and products that respond to market needs. Additionally, it focuses on developing practical skills essential for planning, launching, and managing a successful tourism startup, preparing students to contribute meaningfully to the evolving landscape of the tourism industry.

Learning Outcomes:

After completing this course, the learners would be able to

1. understand entrepreneurship fundamentals and innovation frameworks in tourism.
2. analyze case studies of successful tourism startups and identify key success factors.
3. develop/create a business model for a tourism startup using tools like the Business Model Canvas.
4. pitch a startup idea addressing real-world tourism challenges.
5. evaluate the feasibility and sustainability of proposed tourism startup ideas.

6. assess the impact of innovation on competitiveness and value creation in tourism enterprises.
7. apply innovative thinking and sustainable approaches in tourism product development.

Unit-I

Introduction to Tourism Entrepreneurship and Innovation (10 Hours)

Entrepreneurship in tourism: Characteristics, types, and roles, Innovation in tourism: Process, need, and significance, Creative thinking, design thinking, and idea generation techniques, Overview of the tourism startup ecosystem (incubators, accelerators, angel investors)

Unit II

Business Models and Planning for Tourism Startups (15 Hours)

Business Model Canvas: Value proposition, customer segments, revenue streams, Tourism startup planning: Market research, feasibility study, risk analysis, Legal structure and licensing requirements for tourism enterprises, Branding and positioning strategies in tourism startups.

Unit III

Digital Innovation and Technology in Tourism Startups (10 Hours)

Role of digital platforms, AI, and mobile apps in tourism innovation, Smart tourism, virtual reality (VR), and augmented reality (AR) experiences, Social media marketing, e-commerce, and online distribution in startups, Case studies: Airbnb, Tripoto, Klook, OYO Rooms, etc.

Unit IV

Funding, Growth, and Sustainable Innovation (10 Hours)

Sources of startup funding: Bootstrapping, venture capital, crowdfunding, Growth hacking strategies and scalability in tourism ventures, Social entrepreneurship and sustainable innovation in tourism, Challenges and failures in tourism startups: Learning from setbacks.

Exercises:

The learners are required to:

1. pitch a tourism startup idea to a mock investor panel (Shark Tank-style).
2. group project: Develop a sustainable tourism startup proposal.
3. prepare a Business Model Canvas for a proposed tourism startup.

4. conduct a SWOT analysis of a local tourism venture.
5. design a basic digital marketing strategy for a tourism startup.
6. make presentation on: technology driven tourism business models.

Suggested Readings:

- Correia, A., Lopes, J. D., & Portugal, M. (Eds.). (2024). *International Case Studies in Innovation and Entrepreneurship in Tourism*. Routledge.
- Hallak, R., & Lee, C. (Eds.). (2024). *Handbook of Tourism Entrepreneurship*. Edward Elgar Publishing.
- Aguiar-Quintana, T., Day, J., & Álamo-Vera, F. R. (Eds.). (2024). *Corporate Entrepreneurship and Innovation in Tourism and Hospitality*. Routledge.
- Gupta, A., George, G., & Fewer, T. J. (2024). *Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society*. Stanford University Press.
- McClanahan, P. (2024). *The New Tourist: Waking Up to the Power and Perils of Travel*. Simon & Schuster.
- Baggio, R., & Del Chiappa, G. (2017). *Tourism destinations and eTourism: Digital marketing practices*. Channel View Publications.
- Morrison, A. M. (2019). *Hospitality and travel marketing (5th ed.)*. Cengage Learning.
- Guttentag, D. A. (2015). *Airbnb: Disruptive innovation and the rise of an informal tourism accommodation sector*. *Current Issues in Tourism*, 18(12), 1192–1217.
- Cooper, C. (2016). *Innovation in tourism: Applying the diffusion of innovation model*. *Tourism Recreation Research*, 41(3), 301–304.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Wiley.

Notes:

1. **Suggested Readings will be updated and uploaded on college website from time to time.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

