GENERIC ELECTIVE COURSES BY COMMERCE DEPARTMENT

Generic Elective Courses (GE) – Semester VII

Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
GE-7.1	Indian Ethos and Management	3	1	0	4	NIL
GE-7.2	People Management	3	1	0	4	NIL
GE-7.3	E-Commerce	3	1	0	4	NIL
GE-7.4	Statistics for Business Management	3	1	0	4	NIL

Generic Elective Courses (GE) – Semester VIII

Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
GE-8.1	Workplace Diversity	3	1	0	4	NIL
GE-8.2	Risk Management	3	1	0	4	NIL
GE-8.3	Collective Bargaining and Negotiation Skills	3	1	0	4	NIL
GE-8.4	Legal Aspects of Business	3	1	0	4	NIL

Generic Elective Course- 7.1 (GE-7.1): Indian Ethos and Management

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		
Indian Ethos and Management: GE-7.1	4	3	1	0	Pass in Class XII	NIL

Indian Ethos and Management

BCH: GE- 7.1

Learning Objectives:

The course aims to develop an insight and understanding of Ethics and Indian Ethos in Management and their application in managing business.

Learning Outcomes: After completion of the course, learners will be able to:

1. Analyse the concepts and elements of Indian ethos and management lessons from Indian scriptures.
2. Compare work ethos and values and their relevance in managing business enterprises.
3. Analyse the Indian system of learning and the philosophy of karma.
4. Apply Indian ethos in holistic management.
5. Acquire the ability to incorporate self-management, personality development, workplace spirituality, and holistic decision-making into their personal and professional lives, informed by Ancient Indian Education and ethos.

Course Contents:

Unit 1: Introduction (12 hours)

Part A - Business Ethos

Introduction, Approaches to Business Ethics, Role of Ethics in Business, Business Ethics and Moral Obligations; Business Ethics and Management, Global perspectives on Business Ethics; Corporate Social Responsibility; Corporate Governance; Cases Studies on unethical practices in industry/ corporate sector.

Part B - Indian Ethos

Concept and Nature of Indian Ethos, Relevance for Management and Business, Role and Significance in Managerial Practices – Management Lessons from Indian Heritage Scriptures and Vedas, Management Lessons from Kautilya's Arthashastra; Ethics v/s Ethos; Indian Management v/s Western Management, Principles Practised by Indian Companies.

Unit 2: Work Ethos and Values (11 hours)

Work Ethos: Meaning and Dimensions, Factors Responsible for Poor Work Ethos.

Values: Meaning, Significance of Value System in Work Culture, Values and Work Ethics, Relevance of Value Based Management, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society.

Unit 3: Indian Systems of Learning (11 hours)

Learning: Meaning and Mechanisms, Gurukul System Vs. Modern System of Learning; Indian Model of Management including Laws of Karma and its relevance in business settings; Corporate Karma: Meaning and Guidelines for Good Corporate Karma.

Unit 4: Holistic Management System (11 hours)

Self-Management: Personal growth and Lessons from Ancient Indian Education System; Personality Development: Meaning, Determinants, Indian Ethos and Personality Development; Workplace Spirituality - Spirituality in Management in Modern Era, Values of Spirituality at workplace; Holistic approach for managers in Decision Making.

Exercises:

The learners are required to:

1. Identify ethical practices followed by Indian Companies such as Infosys and Tata.

2. Examine unethical practices in the corporate sector in recent times.

3. Apply workplace spirituality for personal development.

4. Relate the knowledge of Indian scriptures for creating positive work culture.

5. Craft a growth plan blending self-management, personality development, and workplace spirituality, guided by Ancient Indian teachings, to apply in their personal and professional decision-making.

Suggested Readings:
- Al Gini, Case Studies in Business Ethics,6th edition 2009, Pearson Education.
- Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House, 2009
- Chakraborty, S.K. Management by Values, 2009, Oxford University Press, New Delhi
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, 1998, Himalaya Publication House, Delhi
- Chhabra, T.N., Values and Ethics in Business, 2011, Sun India Publications, New Delhi
- Fernando, A.C., Business Ethics: An Indian Perspective, 2009, Pearson Education, New Delhi

- Joseph Des Jardins, An Introduction to Business Ethics, 2009, Tata Mc Graw Hill
- Khandelwal NK, Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
- Mahadevan,B. Vinayak, Rajat Bhat & Nagendra P R. N. Introduction to Indian Knowledge System: Concepts and Applications PHI Learning
- Nandagopal, R., Sankar, A. R. N. Indian Ethics and Values in Management, 2010, Tata Mc Graw Hill
- Chakraborty, S. K. Ethics in Management-Vedantic Approach, New Delhi, 1997, Oxford India Ltd.
- Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- Sharlekar, S.A. & Sharlekar, V.S. Modern Business Organisation and Management. Himalaya Publishing House.
- Velasquez, Business Ethics,Concepts& Cases, 6th edition, 2009, PHI

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Generic Elective Course- 7.2 (GE-7.2): People Management

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		
People Management: GE-7.2	4	3	1	0	Pass in Class XII	NIL

People Management

BCH: GE- 7.2

Learning Objectives:

The course aims to provide an overview to the learners of what it means to be an effective people manager. The programme is designed in such a manner so that the learners can develop leadership and communication skills and manage people in an Organisation effectively.

Learning Outcomes: After completion of the course, learners will be able to:

1. Perform meditation techniques (Brain stilling exercise) for mind management
2. Create a personal development plan for oneself
3. Demonstrate decision making skills and prepare Time Management framework in real life situations
4. Analyse the applicability of People First Strategy in an Organisation.
5. Demonstrate team building skills and leadership qualities
6. Conduct team evaluation and assessment.
7. Demonstrate skills to resolve conflicts in an Organisation and lead teams.

Course Contents:

Unit 1: Managing and Evaluating Oneself (11 hours)

Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making - steps, Managing your Manager, Evaluating and building a personal development plan for oneself.

Unit 2: Managing and Motivating Others (11 hours) Basics of People Management and its significance, Difference between People Management and Human Resource Management;

impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and leading people (15 hours)

Part A: Building Team and Peer Networks

Team Building Process, Managing Diversity in Teams, Competency mapping, Team Roles, Team Identity, Team Charter, Team Performance, Managing Behaviour of people in groups, 360 Degree Feedback as a Development tool. Group Dynamics, Challenges of getting work done; Significance of prioritization and assigning work to team members, Importance of peer networks in an Organisation.

Part B: Leading People & Resolving Conflicts

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.

Unit 4: Managing Evaluation and Assessment (8 hours)

Managing Performance, Appraisal methods, Role Reviews and performance management, Dealing with Poor Performers, Agreeing Performance Targets, Negative Feedback, Performance Management System, 360 Degree Feedback as a Performance Appraisal Tool.

Exercises:

The learners are required to:

1. Practice of meditation techniques (brain stilling exercise) for mind management.
2. Build a personal development plan for themselves.
3. Prepare time management framework for themselves.
4. Participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
5. Participate in role play on active listening in an organisation.
6. Participate in role play for developing intrinsic motivation amongst other people.
7. Discuss case study of hcl on employee first customer second by vinit nayar.
8. Discuss case studies of organisations where people first strategy is being used.
9. Conduct competency mapping of learners of the class.
10. Conduct 360-degree feedback-role play and tips for development amongst the learners of the class.
11. Participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.

12. Perform a role play on 360-degree appraisal in groups (as formed in previous activity) assessing the performance of each member of the group.
13. Discuss and analyse case study on high performing organisational culture.
14. Discuss and analyse case study on high performing organisational climate.
15. Discuss and analyse case study on Leadership.

Suggested Readings:

- Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.

- Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.

- Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.

- Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

> ## Generic Elective Course- 7.3 (GE-7.3): E-Commerce

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-Commerce : GE-7.3	4	3	1	0	Pass in Class XII	NIL

E-Commerce

BC: GE- 7.3

Learning Objectives:
The course aims to enhance skills for effective and contemporary applications of E-Commerce.

Learning Outcomes: After completion of the course, learners will be able to:
1. Describe the challenging needs of the society in the field of E-Commerce.
2. Identify various applications in the context of online transactions.
3. Explain the steps in designing a website.
4. Describe various e-payment systems.
5. Analyse security and operational issues in E-Commerce.

Course contents:

Unit 1: Introduction to E-Commerce (13 hours)

Concepts and significance of E-Commerce; E-Commerce business models; design and launch of E-Commerce website; functions of Ecommerce; types of E-Commerce.
E-Commerce Applications: Internet Banking, Insurance, payment of utility bills and Online Shopping.

Unit 2: Website Designing and Publishing (18 hours)

Pre-requisites: URLs and Internet-Protocols, Internet Service Protocols (ISP), World Wide Web (www); Domain Name System (DNS).
Introduction to HTML tags and attributes: Text formatting, fonts, hypertext links, tables, images, lists, forms, cascading style sheets.

Unit 3: E-Payment System (7 hours)

E-payment Methods- debit card, credit card, smart cards, E-Wallets; payment gateways; Electronic Fund Transfer; Emerging modes and systems of E-payment (M-Paisa, PayPal and other digital currency), UPI Apps, Aadhar-Enabled Payment Systems, BHIM App.

Unit 4: Security and Operational Aspects of E-Commerce (7 hours)

E-Commerce security: meaning and Issues; technology solutions- encryption, security channels of communication, protecting networks, servers and clients.
Operational Issues: complaints handling and building customer relationships.

Exercises:

The learners are required to:
- Design a web page in Notepad and HTML.
- Help others to learn the use of e-wallet, e-payment. Prepare a report on the skills used by them to help others learn.
- Design their own webpage, highlighting their strengths, weaknesses, and prepare their CV. Use the link in their CV while applying for the job.
- Use the internet banking facility to buy a product from any online website.
- Open internet banking account and operate it.
- Create their own youtube channel and post one video on awareness of cyber security and crime.

Suggested Readings:
- Arora, S. (2017). E-Commerce. 1st Edition. New Delhi: Taxmann.
- Awad, E. M. (2002). Electronic Commerce: From Vision to Fulfillment. New Delhi: Pearson, UBS Publisher & Distributors.
- Chhabra, T.N., Jain, H. C., and Jain, A. (2006). An Introduction to HTML. New Delhi: Dhanpat Rai & Co.
- Gupta, P. (2020). E-Commerce In India: Economic And Legal Perspectives. New Delhi: Sage Publications.
- Loudon, K. C. and Traver, C. G. (2021). E-commerce: Business, Technology and Society. Noida, India: Pearson Education.
- Madan, S. (2013). E-Commerce. India: Scholar Tech Press.
- Mathur, S. (2020). E-Commerce. New Delhi: Pinnacle Learning.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

> **Generic Elective Course- 7.6(GE-7.6):** Statistics for Business Management

* Student can study this paper only if they have not studied Statistics papers in their

DSC, DSE or GE

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		
Statistics for Business Management GE:7.4	4	3	1	0	Pass in XII	NIL

Learning Objectives

The course aims to develop amongst the learners the ability to understand the concepts of statistics and apply them in business situations by summarizing, analysing and interpreting quantitative information.

Learning outcomes

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

1. Analyse the basics of statistics and its contribution in the ancient to modern era.
2. Interpret and explain various descriptive properties of statistical data.
3. Identify probability rules, concepts relating to random variables, and answer questions in the context of business using statistical decision theory.
4. Analyse the underlying relationship between variables and perform predictive analysis using regression models.
5. Evaluate the trends and tendencies over a period through time series analysis.
6. Apply index numbers to real life situations.
7. Create decision trees to analyse business decision problems.

Course Contents

Unit 1: Introduction to Statistics (9 hours)
Meaning and scope of statistics, Collection of data, classification and tabulation, diagrammatic and graphical representation.
Ancient Indian Contributions to Statistics, Indian Statistical Heritage in Modern Times, Integration of Indian Knowledge System with Modern Statistics.

Unit 2: Descriptive Statistics (9 hours)
Measures of Central Tendency: Concept and properties of averages including Arithmetic mean, Median and Mode. Measures of Dispersion: An overview of Range, Quartile Deviation and Mean Deviation; Standard deviation; Variance and Coefficient of variation. Computation and significance of Skewness.

Unit 3: Probability and Statistical Decision Theory (9 hours)

Probability: Theory and approaches to probability; Probability Theorems: Addition and Multiplication; Conditional probability and Bayes' Theorem. Expectation and variance of a random variable.

Statistical Decision Theory: Ingredients of decision problem, Probabilistic criterion for decision making under risk or uncertainty, Non-probabilistic criterion for decision-making under risk or uncertainty, Decision Tree Analysis.

Unit 4: Statistical Analysis

Part A: Simple Correlation and Regression Analysis (9 hours)

Correlation Analysis: Meaning and types of Correlation; Correlation Vs Causation; Pearson's coefficient of correlation (computation and properties); Rank correlation.

Regression Analysis: Principle of least squares and regression lines; Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients

Part B: Time Series Analysis and Index Numbers (9 hours)

Time Series: Components of time series; Additive and Multiplicative models. Trend analysis; Fitting of linear trend using principle of least squares. Shifting of Origin and Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa.

Index Numbers: Meaning and uses of index numbers. Construction of Index numbers: Methods of Laspeyres, Paasche and Fisher's Ideal index. Construction and Utility of Consumer Price Indices; BSE SENSEX, and NSE NIFTY.

Exercises

The learners are required to

1. Observe and apply the concepts of statistics in real life situations.
2. Practice basic calculations in statistics using spreadsheets and try to use it for solving subject related assignments.
3. Conduct a small primary research/survey in groups and analyse the data. (Examples: Buying behaviour, Motivation, Stress, Brand aspects, Sales Projections, Impact of advertisements etc).
4. Conduct a statistical experiment to estimate the probability of any event occurring in future.
5. Analyse the relationship between different factors affecting the demand for any product and make predictions using regression analysis.
6. Analyse the price movement in any equity stock using trend analysis and construct a hypothetical index that is representative of large cap stocks listed on NSE.
7. Create a decision tree to solve a simple problem such as deciding what to wear based on the weather.

Essential/ Recommended readings

● Anderson, D. R., Sweeney, D. J., Williams, T. A, Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2023). Statistics for Business & Economics, Cengage Learning India Pvt. Ltd.
● Douglas, A. L., William, G. M., & Samuel, A. W. (2024). Basic Statistics for Business & Economics. Mc-Graw-Hill Education.

- Gupta, S. C. & Gupta, I. (2022). Business Statistics, Himalaya Publishing House.
- Gupta, S. P. (2021). Statistical Methods. Sultan Chand & Sons.
- Levine, D. M., Szabat, K. A., Stephan, D. F., & Viswanathan, P. K. (2023). Business Statistics – A First Course. Pearson Education India.
- Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2017). Statistics for Management. Pearson Education.
- Thukral, J. K. (2024). Business Statistics, JKT Publications.
- Tulsian, P.C., Tulsian, B., & Tulsian, T. (2023). Business Statistics – A Self-study Textbook. S. Chand & Company Ltd.
- Vohra, N. D. (2021). Business Statistics. McGraw Hill India.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Generic Elective Course- 8.1 (GE-8.1): Workplace Diversity

 CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title	Credits	Credit distribution of the		Eligibility	Pre-requisite

& Code		course			criteria	of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Workplace Diversity: GE-8.1	4	3	1	0	Pass in Class XII	NIL

Workplace Diversity

BCH: GE- 8.1

Learning Objectives:

The course aims to provide up-to-date knowledge about the new realities of the workforce and understanding of impact of diversity on various human resource functions and dynamics of team diversity, ability to critically examine organisational culture and its various aspects so as to get a better understanding of individual differences in the organisation and knowledge of various strategies through which diversity can be managed so as to increase the effectiveness of the organisations.

Learning Outcomes: After completion of the course, learners will be able to:

1. Apply the skills to manage the diversity at the workplace.
2. Analyse the individual differences at the workplace.
3. Describe the various dimensions of diversity and how these differences impact the interpersonal relationships of the individuals.
4. Compare and use tools of diversity management.
5. Analyse the recent trends and development in diversity management.

Course Contents:

Unit 1: Diversity- An Overview (6 hours)

Diversity-concept & meaning, Types & Dimensions of Diversity, concept & significance of Diversity management, Drivers for diversity management, Diversity issues & challenges.

Unit 2: Workplace Diversity (12 hours)

Meaning & significance, Diversity & inclusion at workplace, Impact of Workforce diversity on HR functions, Workforce Diversity – Key to organisational Performance, Role of Diversity as a Determinant of Sustainable Competitive Advantage, Diversity in interpersonal relationships and cross-cultural communication, Team Diversity.

Unit 3: Cultural Diversity (9 hours)

Organisational Culture: meaning & significance, values and ethics of global work culture-task related, individual & interpersonal values, Diversity in Organisational Culture, Culture as a multi-level dynamic construct, Complexity & challenges in global Organisations.

Unit 4: Managing workplace Diversity (12 hours)

Diversity Management, Approaches to Diversity management- Colour-blind approach, multicultural approach, All- inclusive multiculturalism, organisational Strategies for Managing Workplace Diversity – Workplace Inclusion, Strategies through Corporate Leadership, Diversity Training and Mentoring, Employee Resource Groups, corporate social responsibility & initiatives Flexible work programs.

Unit 5: Recent Trends and Developments (6 hours)

Diversity & multiculturalism Global Workplace Diversity management, Recent trends of workplace diversity: Role of Technology in managing diversity, Diversity and innovation. Ethical & Legal issues in managing diversity.

Exercises:

The learners are required to:
1. Identify the diverse composition of workforce of organisations in situated in India.
2. Identify the practices adopted by organisations in India to manage their diverse workforce.
3. Examine the inclusive strategies adopted by Indian organisations to manage their diverse workforce.
4. Compare the tools of diversity management used by various organisations.
5. Analyse the recent trends and development in diversity management.

Suggested Readings:

- De Anca, C., & Vega, A. V. (2016). Managing diversity in the global organisation: Creating new Business values. Springer.
- Kirton, G., & Greene, A. M. (2021). The Dynamics of Managing Diversity and Inclusion: A Critical Approach. Routledge.
- Klarsfeld, A., Booysen, L. A., Ng, E., Tatli, A., & Roper, I. (2014). International handbook on diversity management at work: country perspectives on diversity and equal treatment. Edward Elgar Publishing.
- Konrad, A. M., Prasad, P., & Pringle, J. (Eds.). (2005). Handbook of workplace diversity. Sage.
- Machado, C., & Davim, J. P. (2017). Managing organisational Diversity. Springer International Publishing.
- Moss, G. (2012). Lessons on profiting from diversity. In Lessons on profiting from diversity (pp. 1-18). Palgrave Macmillan, London.
- Nkomo, S. M. (1997). Managing diversity: Human resource strategies for transforming the workplace.
- Schwabenland, C. (2012). Metaphor and dialectic in managing diversity. Palgrave Macmillan.
- Triana, M. (2017). Managing diversity in organisations: A global perspective. Routledge.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Generic Elective Course- 8.2 (GE-8.2): Risk Management

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		
Risk Management: GE-8.2	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Risk Management

BCH: GE- 8.2

Learning Objectives:

The course aims to provide knowledge and an insight into the spectrum of risks faced by businesses and to learn the techniques of managing risks.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the types of risk in business.
2. Identify and evaluate business risk.
3. Evaluate various techniques of managing business risk.
4. Perform quantitative analysis of business risk.
5. Analyse financial leverage and credit risk.

Course Contents:

Unit 1: Introduction (5 hours)

Concept and meaning of Risk, Risk and Uncertainty, Classification of Risks, Dynamic Nature of Risks, Types of Risk, including Systematic and Unsystematic Risk, Strategic and Operational Risks, Business Risk, Financial Risk. Information Risk, Liquidity Risk.

Unit 2: Business Risks Measurement and Risk Management (18 hours)
Identification and Sources of Risk, Various methodologies for measuring Business Risk, Impact of Business Risk on different stakeholders of business concern, Role of Risk Manager and Risk Committee in identifying and diversifying risk.

Risk Management- concept, objectives and importance; Process of Risk Management, Risk Management techniques, managing risk through diversification, Strategy of transferring the risk through re-insurance, underwriting and factoring etc.

Unit 3: Quantitative Analysis (11 hours)

Population and Sample Analysis, Bayesian analysis, Statistical inference and hypothesis testing, EWMA and GARCH Model, Volatility, Artificial Intelligence and Business Analytics, Risk model- VAR, Stress Testing, Scenario Analysis. Analysis with the help of relevant software.

Unit 4: Credit Risk Measurement and Financial Leverage (11 hours)

Credit risk- concept, components, relevance, evaluation and reduction. Emerging sources of credit risk and their impact on business development, Credit Risk and Financial Leverage.

Exercises:

The learners are required to:
1. Recognise the types of risks faced by different businesses.
2. Discuss and evaluate various methodologies for measuring business risk.
3. Evaluate various techniques of managing business risk.
4. Perform quantitative analysis of business risk.
5. Analyse the credit risk of any firm.

Suggested Readings:

- Crouhy, M., Galai, D., & Mark, R. (2013). The Essentials of Risk Management. New York: McGraw-Hill Education.
- Hopkin, P. (2018). Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management. London: Kogan Page.
- Popli, G. S. & Gupta, S. Principles and Systems of Insurance. PHI Learning

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Generic Elective Course- 8.3 (GE-8.3): Collective Bargaining and Negotiation Skills

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		
Collective Bargaining and Negotiation Skills: GE-8.3	4	3	1	0	Pass in Class XII	NIL

Collective Bargaining & Negotiation Skills

BCH: GE- 8.3

Learning Objectives:

The course aims to promote an understanding of theories and practical issues related to collective bargaining and to build awareness of managerial skills required for effectively negotiating with people.

Learning Outcomes: After completion of the course, learners will be able to:

1. Illustrate different theories of collective bargaining.
2. Analyse the practical aspects of collective bargaining process.
3. Evaluate types of negotiation and manage a negotiation process.
4. Demonstrate the vital skills during a negotiation process.
5. Recognise the importance of post negotiation process.

Course Contents:

Unit 1: Collective Bargaining (9 hours)

Concept and Characteristics of Collective Bargaining; Collective Bargaining and Stakeholders; Theories of Collective Bargaining: Hicks' Analysis of Wage Setting under Collective Bargaining, Conflict-choice model of negotiation, A Behavioural Theory of Labor Negotiation.

Unit 2: Collective Bargaining in India (9 hours)

Legal Framework of Collective Bargaining; Units and Levels of Collective Bargaining, Coverage and Duration of Agreements, International Collective Bargaining; Factors Influencing Bargaining Units and Levels; Subject Matters of Collective Bargaining; Hurdles in the Bargaining Process; Lobbying- Concept, Importance and relationship with collective bargaining.

Unit 3: Negotiation (18 hours)

Part A: Negotiating a Contract

Meaning of Negotiations; Features and Elements of Negotiation; Types of Negotiations: Distributive, Integrative; Steps in Pre-negotiation phase of collective bargaining – Preparing the Charter of Demand(s), Creating the Bargaining Team, Submission of COD, Costing of Labor Contracts. Negotiation process: Preparing, Opening, Bargaining, Closing, PRAM Model.

Part B: Negotiation Skills

Negotiation process; Effective negotiation – Preparing for negotiation, Negotiating Integrative agreements; Negotiation and Collective Bargaining - Approaches and Phases in Collective Bargaining, Coalition and Fractional Bargaining, Impasse Resolution, Contract Ratification.

Unit 4: Post Negotiation Process (9 hours)

Post-negotiation – Administration of the Agreement, Grievance Management, Binding up the Wounds. Distributive vs. Integrative Bargaining; Coalition and Fractional Bargaining; Post-negotiation - Grievance management. Emerging scenario in collective bargaining; Phases in collective bargaining.

Exercises:

The learners are required to:

1. Participate in an exercise wherein they will be divided into groups comprising of two teams i.e., trade union and management. Simulation exercise to be conducted in classroom on collective bargaining between both the teams (trade union and management).
2. Interpret and analyse case study on collective bargaining at nokia india; cummins india limited; honda motorcycle & scooter (india) private limited and similar organisations.
3. Participate in stimulation exercise in groups (created in previous unit) on preparation of charter of demands.
4. Conduct role play in the classroom to exhibit negotiation skills by learners in resolving conflicts between management and trade unions.
5. Participate in simulation exercise on preparing draft of grievance handling policy.
6. Interpret and analyse case study on grievance handling at Tata Steel Ltd. and similar organisations.

Suggested Readings:

- Kapoor, P. (2011). Counselling and Negotiation Skills for Managers. Delhi: Dreamtech Press.
- Lewicki, R., Barry, B., & Saunders, D. (2019). Negotiation. 7th Edition. New York: McGraw-Hill Education.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. S. (2017). Industrial Relations, Trade Unions and Labour Legislation. 3rd Edition. Delhi: Pearson Education.
- Venkataratnam, C. S., & Dhal, M. (2017). Industrial Relations. 2nd Edition. Delhi: OUP India.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Generic Elective Course- 8.4 (GE-8.4): Legal Aspects of Business

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		
Legal Aspects of Business GE:8.4	4	3	1	0	Pass in XII	NIL

Learning Objectives

To develop an understanding of the legal intricacies governing business entities, enabling strategic compliance, risk mitigation and ethically sound decision-making within a dynamic regulatory landscape.

Learning outcomes

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

1. Discuss contract law principles, including enforceability, modes of discharge, and legal remedies, to facilitate sound and legally compliant business transactions.
2. Interpret the legal principles governing special contracts
3. Comprehend and analyse the fundamental principles of company law, company formation, structure, governance, and regulatory compliance.
4. Develop a comprehensive understanding of company management, key roles, and the legal framework for conduct of valid meetings and resolutions.
5. Enable to form an LLP, its governance, and undertake compliance related to LLPs.

Course Contents

Unit 1: The Indian Contract Act, 1872 (10 hours)
Contract – meaning, characteristics and kinds; Essentials of a valid contract - offer and acceptance, consideration, contractual capacity, free consent, the legality of objects; Void agreements; Quasi–contracts; Discharge and remedies for breach of contract.

Unit 2:

Part A: Introduction to Special Contracts (9 hours)
Contract of Indemnity - Definition and Rights of indemnity holder; Contract of Bailment – Definition, kinds of bailment, Rights and duties of Bailor and Bailee; Contract of Agency -

Definition, essentials; Principal Agent relationship; kinds of agent; creation of agency; Extent of agent's authority.

Part B: Introduction of the Companies Act, 2013 (9 hours)

Definition of Company; Kinds of companies; Incorporation of company; Memorandum and Articles of Association; Prospectus - Shelf and Red herring prospectus, misstatement in prospectus; Allotment of Securities.

Unit 3: Company Management and Meetings (10 hours)

Directors: Legal position, Disqualifications, Director Identification Number (DIN); Classification of directors; Appointment, Removal of directors; Powers and Duties; Key managerial personnel (KMP): Concept and types; Board Meetings; Shareholder's meetings: AGM and EGM; Convening and conduct of valid meetings; Resolutions.

Unit 4: The Limited Liability Partnership Act, 2008 (7 hours)

Meaning and Nature of LLP; Difference between LLP and Partnership, LLP and Company; Incorporation of LLP; LLP Agreement; Partners and their Relations; Extent and limitation of liability of LLP and partners.

Exercises

The learners are required to:

1. Identify the essential components of valid contracts present in rent agreements, sale deeds, and appointment letters commonly used in daily life.
2. Research and classify real-life examples of different types of agents (e.g., mercantile agents, brokers, commission agents, and del credere agents).
3. Fill out a dummy SPICe+ (Simplified Proforma for Incorporating Company Electronically) form for incorporating a company.
4. Identify the composition of the Board of Directors in a listed company from NSE/BSE and analyze their roles. Framework for drafting notice and agenda of a valid meeting.
5. Fill out a dummy FiLLiP (Form for Incorporation of LLP) on the MCA portal.

Essential/ Recommended readings

- Chadha R. & Chadha, S., Company Law (2025) Scholar Tech Press, Delhi.
- Jagota R. Business Laws (2022), MKM Publishers Scholar Tech Press.
- Jagota, R. (2021) Corporate Laws, Taxmann Pvt Ltd, Delhi.
- Kuchhal M. C., & Kuchhal V., (2023) Business Legislation for Management, Vikas Publishing House Pvt. Ltd.
- Kuchhal, M. C. and Kuchhal, A. (2021) Company Law, Mahavir Publications.
- Padhi P. K. (2024) Legal Aspects of Business, PHI
- Sharma, J. P., & Kanojia, S., (2019) Business Laws, New Delhi. Bharat Law House Pvt. Ltd.
- Sharma, J.P. (2022) An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi.
- Sulphey, M. M., & Basheer, AZ-HAR (2021) Laws for Business, 5th ed. PHI Learning
- Tulsian, P. C. (2017) Business Law. New Delhi. 3rd edition, Tata McGraw Hill.

Additional Readings

- Arora, S. (2024) Business Laws. New Delhi. Taxmann.
- Das S. K. and Roy P. K. (2018) Business Laws, Oxford University Press.
- Das & Roy (2021) Company Laws Oxford University Press.
- Gowar, LCB. Principles of Modern company Law, Stevens & Sons, London.
- Hanningan, Brenda. Company Law, Oxford University Press, U.K.
- Hicks, Andrew & Goo S.H. Cases and Material on Company Law, Oxford University Press.
- Sharma, J. P., & Kanojia S. (2015) Vyavsayik Sanniyam, Delhi University Hindi Cell. (For Hindi)
- Ramaiya, A. A Guide to Companies Act, LexisNexis, India.
- The Companies Act, 2013
- The Indian Contract Act, 1872.
- The Limited Liability Partnership Act, 2008.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.