

UNIVERSITY OF DELHI

UNDERGRADUATE

CURRICULUM

FRAMEWORK–2022

BASED ON NEW EDUCATION

POLICY,2020

B.A (Vocational Studies)

MODERN OFFICE

MANAGEMENT

SEMESTER- V

B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE – DSC-5.1
Advanced Phonography- II

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		
Advanced Phonography-II (DSC-5.1)	4	2	-	2	12th Pass	Knowledge of Basic Phonography

Learning Objective: The aim of Advanced Phonography-II is to write seen and unseen dictations on varied subject matters and transcribe the same speedily and accurately on computer.

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

1. demonstrate the techniques of note taking and transcription relating to intersections, business, legal, political and banking phrases.
2. demonstrate the techniques of note taking and transcription relating to insurance and shipping phrases, technical and railway phrases and special list of words.
3. take dictation at different speeds of the exercises given in different units and transcribe the same on the computers.
4. take dictation of unseen passages at different speeds and transcribe the same on the computers.

Unit 1: Intersections, Business Phrases, Legal Phrases, Political Phrases and Banking Phrases.

Unit 2: Insurance & Shipping Phrases, Technical & Railway Phrases and Special List of Words.

Unit 3: Practice of seen dictation exercises from Units 1 and 2 of Old Course Book at the Speed of 100 words per minute.

Unit 4: Practice of unseen dictation exercises from shorthand books and magazines at the Speed of 80 words per minute.

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

1. Have someone read aloud a passage or series of phrases related to intersections, business, legal, political, or banking contexts. Take dictation by writing down what is being spoken in real-time. Focus on maintaining accuracy, speed, and proper formatting.
2. Find written materials such as articles, reports, or speeches that cover intersections, business, legal, political, or banking subjects. Read through the content and practice taking concise and organized notes.
3. Choose a short audio or video clip related to intersections, business, legal, political, or banking topics. Play the recording at a faster speed and challenge yourself to take notes quickly while maintaining comprehension and accuracy. Gradually increase the playback speed to improve your note-taking efficiency.
4. Obtain a transcription of a recorded conversation, interview, or speech related to intersections, business, legal, political, or banking subjects. Review the transcription and identify any errors, inconsistencies, or inaccuracies.

Suggested Readings

- Kuthiala,(2020) Pitman Shorthand Instructor- Old Course Book
- Pitman, Sir Isaac,(1975) Pitman Shorthand Instructor- Old Course Book , Indian Reprint, A. H. Wheeler Publishing Co. Ltd., New Delhi
- Kuthiala, O.P.(2020) *Way to High-Speed Writing*, Pitman S.S. Publications, New Delhi.
- Thorpe, Edgar E. (2020) *Principles of Modern Phraseography*, Pitman S.S. Publications, New Delhi.
- Thorpe, Edgar E. (2020) *2000 Common Words Reading and Dictation Exercises*, Pitman S.S. Publications, New Delhi.
- *700 Common Words Reading and Dictation Exercises*, A.H. Wheeler Publications
- Kuthiala, O.P.(2020), *Phono Phrase Book*, Pitman S.S. Publications, New Delhi.
- Murty, Krishna N.V. (2020,) *Modern Phrase Book*, Pitman S.S. Publications, New Delhi
- Shorthand Magazines available in the market.

Notes:

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

B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE – 5.2 (DSC-5.2)
Managerial Communication

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		
Managerial Communication DSC-5.2	4	3	1	-	12th Pass	-

Learning Objective: The course aims to train students to enhance written as well as oral communication in management. This course will help students in understanding the principles and techniques of communication. Also, to understand the use of electronic media for communication.

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

1. explain basics of managerial communication
2. interpret need for effective listening
3. describe basics of written and spoken communication
4. demonstrate role of group discussion and interviews
5. summarize business reports and proposals

Unit 1: Introduction to Communications

10 hours

Meaning and Objectives of Communication. Process of Communication. Forms of communication: formal and informal; upward, downward, diagonal and lateral. Role of a Manager. Barriers to effective Communication and Overcoming them. Effectiveness in Managerial Communication. Make use of grapevine. Role of verbal and non-verbal communication; interpreting non-verbal communication.

Unit 2: Listening

5 hours

Meaning and objectives of Listening. Features of a good listener. Analysing poor listening. Effective listening skills and barriers to effective listening.

Unit 3: Verbal communication

10 hours

Oral Presentation: Planning, structuring and delivering presentation. Handling queries. Challenges and etiquettes associated with Telephonic, web-conferencing and Teleconferencing communication.

Written communication: Principles and steps of effective writing. Seven Cs of Letter writing. Business Letters: inquiries, placing orders, sales letters. Job applications and resumes. Memos.

Unit 4: Group Discussion**10 hours**

Nature, forms and classification of Groups. Role of managers in Group Discussions. Effective Group Decision Making. Group Conflict.

Interviews: Interviewing, Nature and types of Interviewing Questions. Verbal and Non-Verbal aspects of interviewing. Types of Interviews: structured and unstructured; group and depth.

Unit 5: Meetings:**10 hours**

Planning and conducting meetings. Meeting Process. Ways to Effectively lead a meeting. Evaluating meeting and drafting minutes of a meeting.

E-mail, Business Reports and Proposals: E-mail Etiquettes, smartness and presentation. Business Reports and proposals: Writing, purpose and sections/parts.

Exercises: The learners are required to:

1. summarise annual reports of companies.
2. write business proposals.
3. participate in group discussions and mock interviews
4. drafting business emails.

Suggested Readings:

- Bell, Reginald L & Martin, Jeanette S (2019) Managerial Communication. Business Expert Press.
- Gupta, Alpana & Gupta. S. M.(2016), *Effective Business Communication*, Viva Books Originals
- Sengupta,(2011) Business and Managerial Communication, Prentice Hall India Learning Private Limited, New Delhi
- Lesikar, R.V. & Flatley, M.E.; (2008) Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- *Thimmaiah, N. Babitha & Reddy, P. Chandrika Reddy(2020) Managerial Communication, Thakur Publications Pvt. Co.Ltd. Bengaluru. India*
- Ludlow, R. & Panton, F.,(1992) *The Essence of Effective Communications*, Prentice Hall of India Pvt. Ltd., New Delhi.
- Owen Hargie, David Dickson, Dennis Tourish,(1999) *Communication in Management*. Gower Publishing, Ltd.
- R. C. Bhatia,(2008), *Business Communication*, Ane Books Pvt Ltd, New Delhi.
- Scot, O., (2004), *Contemporary Business Communication*. Biztantra, New Delhi
- Madhukar R. K.(2011), *Business Communication*, Vikas Publishing, New Delhi

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**B.A. (VS) Modern Office Management
Semester V**

**DISCIPLINE SPECIFIC CORE COURSE- DSC 5.3
Basics of Financial 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		
Basics of Financial Management DSC-5.3	4	3	1	-	12th Pass	Nil

Learning Objectives: The course aims to enable students to acquire knowledge of principles and practice of financial management.

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

1. analyse the conceptual framework of financial management and get an insight into the concept of time value of money, and risk and return.
2. estimate cash flows for projects, and evaluate their profitability using capital budgeting techniques.
3. estimate the cost of capital; and critically analyse different capital structure theories and factors affecting capital structure decision of a firm.
4. analyse different theories of dividend and factors affecting dividend policy.
5. estimate working capital requirements of a firm, and device optimum credit policy for a firm.

Unit 1: Financial Management: An Overview

3 Hours

Nature, scope and objectives of financial management. An overview of time value of money and risk and return.

Unit 2: Capital Budgeting Decision

12 hours

The Capital Budgeting Process, Cash Flow Estimation, Different techniques of Capital budgeting: Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index.

Unit 3: Cost of Capital and Financing Decision

15 Hours

Cost of Capital: Estimation of components of cost of capital: Method for calculating cost of equity, Cost of retained Earnings, Cost of Debt, Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Incremental (Marginal) Cost of Capital.

Capital Structure: Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating, Financial and Combined Leverage. EBIT-EPS Analysis. Determinants of Capital Structure.

Unit 4: Dividend Decision

6 Hours

Theories for relevance and irrelevance of dividend decision for corporate valuation- MM Approach, Walter's Model, Gordon's Model. Determinants of Dividend policy.

Unit 5: Working Capital Decision

9 Hours

Concepts of Working Capital, Operating & Cash Cycles, Risk-return Trade off, working capital estimation, Receivables Management.

Note: Use of Spreadsheet should be encouraged for doing basic calculations for various topics in the course and giving students subject related assignments for their internal assessment purposes.

Exercises:

The learners are required to:

1. compute risk and return of various investment alternatives using excel spreadsheet. 2. Estimate cash flows for a hypothetical Start-up. Using excel, evaluate the project's profitability by employing capital budgeting evaluation techniques.
2. extract data from financial statements of different firms/financial databases and estimate the cost of capital using appropriate software.
3. extract historical data and evaluate different dividend policies followed by companies of specific industries.
4. estimate working capital requirements for any two companies belonging to different industries and compare them.

Suggested Readings:

- Brealey, R. A., Myers, S. C., Allen F., & Mohanty, P. (2020). *Principles of Corporate Finance*. McGraw Hills Education.
- Khan, M. Y. & Jain, P. K. (2011). *Financial Management: Text, Problems and Cases*. New Delhi: Tata McGraw Hills.
- Kothari, R. (2016). *Financial Management: A Contemporary Approach*. New Delhi: Sage Publications Pvt. Ltd.
- Maheshwari, S. N. (2019). *Elements of Financial Management*. Delhi: Sultan Chand & Sons.
- Maheshwari, S. N. (2019). *Financial Management – Principles & Practice*. Delhi: Sultan Chand & Sons.
- Pandey, I. M. (2022). *Essentials of Financial Management*. Pearson.
- Rustagi, R. P. (2022). *Fundamentals of Financial Management*. New Delhi: Taxmann. New Delhi.
- Sharma, S. K. & Sareen, R. (2019). *Fundamentals of Financial Management*. New Delhi: Sultan Chand & Sons (P) Ltd.

- Singh, J. K. (2016). *Financial Management: Theory and Practice*. New Delhi: Galgotia Publishing House.
- Singh, S. and Kaur, R. (2020). *Basic Financial Management*. New Delhi: SCHOLAR Tech Press.
- Tulsian, P. C. & Tulsian, B. (2017). *Financial Management*. New Delhi: S. Chand.

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B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE-5.1
Conflict Management at Workplace
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		
Conflict Management at workplace (DSE-5.1)	4	3	1	-	Pass in class 12th	Nil

Learning Objective: To expose students to the different concepts, theories and practices of conflicts and Conflict management and impart conflict management skills and techniques to effectively manage conflicts at the work place and community.

Learning Outcomes:

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

1. define, comprehend, and apply the key practical and theoretical concepts of managing and resolving conflicts.
2. identify the various strategies for dealing with conflict when it happens and using the same.
3. develop a greater awareness and understanding of the methods involved in conflict resolution.
4. identify the skills and techniques for resolving conflicts at workplace;
5. analyze the critical role of leadership, their communication styles, their impact in a conflict situation.

Unit 1: Introduction: Concept and Theories

9 hours

Conflict: Definition, Theories, Sources: Values, Interests, communication, Relationship, Role, Structure, Data & Information, Escalation and Effects: Cyclic and Chain reaction, Productive (functional) and Destructive (dysfunctional) – views of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination – cost and effects of conflict - organizational and individuals perspectives of conflict.

Unit 2: Approaches and Strategies of Dealing with Conflicts

9 hours

Resolution and Conflict transformation - Five conflict handling styles: competing, collaborating, avoiding, accommodating and compromising. Win – win approach - Different strategies of dealing with conflict: Strike, boycott and other noncooperation methods; coercion,

violence and grievance redressal, investigation, arbitration, adjudication and litigation, conflict coaching and Lobbying.

Unit 3: Methods of Conflict Resolution

9 hours

Methods: Negotiation: hard, Soft, competitive and win-win, Outcome of negotiation: zero sum, positive sum and negative sum. - Mediation: evaluative and facilitative, Conciliation and hybrid.

Unit 4: Skills and Techniques for Conflict Management

9 hours

Lobby, Persuasion, Dialogue, consultation, Trust building, defusing anger, anger management, building rapport, empathetic listening, one-on-one conversation, recognizing different issues and viewpoints, transparent and empathetic communication, sharing of information and position, conflict analysis and joint costing, transforming competitive negotiation to collaborative, exploring and choosing alternatives and formalizing agreements.

Unit 5: Role of Managers in Conflict Management

9 hours

Kinds of leadership in management: The demagogue, manager and mediator (facilitator) – Keys for leader as mediator: visioning, systems thinking, presence, inquiry, conscious conversation, dialogue, bridging, innovation and crisis intervention and management.

Practical Exercises:

The learners are required to:

1. Assign students the task of writing a research paper on conflict management at workplace, documenting and discussing the concept, its causes, and the views shared by authors on the same.
2. Identify conflicts that you have encountered or witnessed in their personal or professional lives. Analyze these conflicts by applying different conflict management theories and concepts. Students can reflect on the effectiveness of the theories in understanding the conflicts and propose alternative approaches based on different theories.
3. Select a hypothetical situation of conflict within an organization and analyze the situations, identify the underlying causes of conflict, and propose appropriate conflict management strategies. Encourage students to consider factors such as communication breakdowns, differing interests, power dynamics, and cultural differences. They should present their analysis and recommendations, highlighting the potential outcomes of each approach.
4. Develop the right skills and competencies to achieve harmony within the organisation. Students can simulate a situation in which they act as mediators in a workplace conflict between two parties. Provide them with a conflict scenario and guide them through the mediation process, including setting ground rules, facilitating communication, and guiding the parties toward a resolution. Students should practice active listening, reframing perspectives, and fostering collaboration, and thereafter reflect on their mediation skills and techniques to discuss the effectiveness of their strategies.
5. Participate in a role play exercise wherein students take up the role of demagogue, manager and mediator to resolve a simulated conflict. Create the right strategy and tactics to effectively deal with disputes at workplace.

Suggested Readings:

- Asish Kumar Das, (2008), Contemporary Conflict Resolution, Sarup & Sons, New Delhi.
- John Paul Lederach, (2003), The Little book of Conflict Transformation, Good Books, Intercourse, PA.
- Madhusudan Saharay, (2011), *Text book on Arbitration and Conciliation with Alternative Dispute Resolution*, Universal Law Publishing Co. Pvt. Ltd. New Delhi
- Mark Gerzon, (2006) *Leading Through Conflict*, Harvard Business School Press, Boston, USA.
- Rahim, M. A. (2023). *Managing conflict in organizations*. Taylor & Francis.
- Raines, S. S. (2019). *Conflict management for managers: Resolving workplace, client, and policy disputes*. Rowman & Littlefield.
- Robert J Edelman, (2000), Interpersonal Conflicts at work, University Press, Hyderabad.

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B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE-5.2
Cyber Crimes and Laws

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		
Cyber Crimes and Laws (DSE-5.1)	4	3	1	-	12th Pass	-

Learning Objectives: The course aims to create an understanding of cyber-crimes and familiarize the students with the application of cyber laws in business and day to day life.

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

1. analyse cyber risk associated with online activities and develop related cyber hygiene.
2. prepare protocols for safe working in the verticals having varied access points, data sources, network, and system-related issues in online activities.
3. work safely in global virtual space conforming to the regulatory framework and not falling under the ambit of cybercrimes.
4. generate and preserve electronic evidence for personal and professional use.
5. analyse the cases and find pertinent facts for resolutions on managerial cyber issues.

Unit 1: Introduction to Cybercrimes

9 hours

Computer crime and cybercrimes; Distinction between cybercrime and conventional crimes; Kinds of cybercrimes - cyber stalking, cyber terrorism, forgery and fraud, crimes related to IPRs, cyber defamation, computer vandalism, cyber forensic.

Unit 2: Contemporary Business Issues in Cyber Space

9 hours

Web-Centric Business, E-Business, and its significance, Instant messaging platform, social networking sites and mobile applications, security risks, Cyber jurisdiction, E-forms; Electronic Money Transfer and UPI, Privacy of Data and Secure Ways of Operation in Cyber Space.

Unit 3: Legal framework and Cyber Laws in India

9 hours

Definitions under IT Act, 2000; Authentication of Electronic Records; Electronic Governance; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Applications and usage of electronic records and Digital Signatures in Government and its Agencies; Retention of Electronic Records, Intermediaries, and their liabilities; E-signatures.

Unit 4: Regulatory Framework and International Perspective**9 hours**

Regulation of Certifying Authorities; Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences; Regulations of PPI (Pre- Payment Instruments) by RBI, Overview of GDPR and Indian data protection regime.

Unit 5: Case Laws**9 hours**

1. Communication Device-Section 2(ha) of the Information Technology (Amendment) Act, 2008-'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385, 2003(71) DRJ178, 2003(3) JCC1669'
2. Computer Network-Section 2 (j) of the Information Technology (Amendment) Act, 2008 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144 STC, 59 (Kar)'
3. Electronic Record Sec. 2 (t)- 'Dharambir v Central Bureau of Investigation 148 (2008) DLT 289'
4. Penalty for Damage to Computer or Computer System- Section 43-'Umashankar Sivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)'
5. Tampering with Computer Source Documents-Section 65-'Syed Asifuddin and Ors.v The State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314'
6. Punishment for sending offensive messages-Sec. 66A- 'SMC Pneumatics (India) Pvt. Ltd v JogeshKwatra', Suit No. 1279/2001'
7. Punishment for Identity Theft-Section 66C- 'CBI v Arif Azim Case Judicial Reports (Criminal) 2003 (2) page 272'
8. Punishment for Cheating by Personating by using Computer Resource-section 66D- 'National Association of Software and Service Companies (NASSCOM)v Ajay Sood. (2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del'
9. Punishment for Publishing or Transmitting Obscene Material in Electronic form section 67-'Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del), 116(2005) DLT427, 2005(79) DRJ576'
10. Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A-'R v Graham Waddon., Southwark [Crown Court, 30/6/1999]'

Exercises:

The learners are required to:

1. Discuss recent cyber-crime cases reported in dailies and spread awareness about various cyber offences and remedies available.
2. Conduct a survey to ascertain the awareness about various cybercrimes in their nearby locality and prepare easy do's and don'ts for most problematic areas.
3. Enlist cyber hygiene and usage of e-signatures/digital signatures in daily life for improved cyber hygiene.
4. Describe and evaluate the procedure of recording and maintaining electronic evidence, filing online and offline complaints in Cyber Cells.
5. Analyse recent cases related to various cybercrimes and draw implications for managers.

Suggested Readings

- Arora, S., & Arora, R. (2021). *Cybercrimes and laws*, New Delhi: Taxmann Pvt. Ltd.
- Brian, C. (2012). *Cyber Law: The Law of the Internet and Information Technology*. Pearson Education.
- Gusai, O. P. (2019). *Concept Building Approach to Cybercrimes and Cyber Laws: Indian and International Perspective*, Delhi: Cengage Learning India Pvt. Ltd.
- Sharma J. P., and Kanojia, S. (2018). *E-Business and Cyber Laws*. New Delhi: Bharat Law House Pvt Ltd.

Additional Resources

- Joseph, P.T. (2012). *E-Commerce-An Indian Perspective*. PHI
- Rattan, J. (2022). *Cyber Crime and Information Technology*, Bharat Law House, Pvt Ltd.

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B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – 5.3 (DSE- 5.3)
Entrepreneurship Development

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		
Entrepreneurship Development DSE-5.3	4	3	1	0	Pass in class 12th	Nil

Objective: The course aims to equip the learners with the knowledge and skills relevant for successful entrepreneurial venture so that they are inspired to look at entrepreneurship as a viable, lucrative, and preferred option of professional life.

Learning Outcomes:

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

1. develop a clear understanding of the concept of entrepreneurship, including its definition, characteristics, and significance in the business world.
2. outline the values, philosophies, and behavioural aspects of successful business entrepreneurs and describe several entrepreneurial practices in India
3. develop knowledge about the dynamics within an entrepreneurial ecosystem and learn about the flow of resources, information, and ideas among different actors (government, industries, investors, others) in the ecosystem.
4. identify the different sources of business idea and develop different strategies for successful exploitation of the same.
5. develop understanding of the resource mobilization process, identify the required resources and plan their allocation.

Unit 1: Introduction

8 Hours

Meaning, elements, determinants and importance of entrepreneurship and creative Behaviour; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, enetpreneurship, ecopreneurship, and social entrepreneurship.

Unit 2: Entrepreneurship in India

10 Hours

Concept of business houses and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and

Behavioural orientations; Conflict in family business and its resolution. Initiatives of Government of India to promote entrepreneurship - Start Up India, Stand Up India, Make in India, etc.

Unit 3: Entrepreneurship Ecosystem

9 Hours

Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of government, Institutions, industries/entrepreneur's associations and self-help groups, Concept, role and functions of business incubators, angel investors, venture capital, start-up finance and private equity fund.

Unit 4: Sources of business ideas and tests of feasibility

10 Hours

Significance of writing the business plan/ project proposal including feasibility analysis; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, sourcing of material, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions

Unit 5: Mobilizing Resources

8 Hours

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

Exercises:

The learners are required to:

1. Identify potential business opportunities. Divide students into small groups and ask each group to come up with an innovative business idea. Encourage them to brainstorm and think creatively while considering the elements and determinants of entrepreneurship. Each group should present their business idea, highlighting the innovative aspects, potential market demand, and the entrepreneurial mindset required for its implementation.
2. Review and discuss case studies given by the instructor on successful entrepreneurs and businesses in India. They will be asked to analyze the entrepreneurial journey, business strategies, challenges faced, and lessons learned from these role models. Further the task is to critically assess the factors contributing to their success and identify key takeaways that can be applied to their own entrepreneurial ventures.
3. Arrange for guest speakers who are successful entrepreneurs or creative individuals to share their experiences with the class. Students can prepare interview questions to explore the meaning, elements, and determinants of entrepreneurship and creative behaviour
4. Create a simulation exercise where students play different roles within an entrepreneurship ecosystem. Some students will be entrepreneurs, others to be investors or mentors, and some to represent support organizations or government agencies. Students can interact and simulate the dynamics of the ecosystem, negotiating deals,

seeking funding, and accessing resources. This exercise will provide students with a hands-on experience of the ecosystem's complexities and challenges.

5. Prepare an elevator pitch for their business idea. Students should practice presenting their idea succinctly and persuasively, highlighting the value proposition and the potential impact of their venture
6. Measure and evaluate the effectiveness of strategic human resource practices and their impact on business performance using various approaches to HR evaluation.

Suggested Readings:

- Desai, V. (2009). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.
- Dollinger, M. J. (2008). Entrepreneurship: Strategies and Resources. New Jersey: Prentice Hall.
- Hisrich, R., Peters, M., & Shepherd, D. (2017). Entrepreneurship. New York: McGraw Hill Education.
- Jyotsana, Shaifali & Poswal L. Entrepreneurship (Concepts & Fundamentals) Kitab Mahal Delhi
- Mukherjee and Roy(2018). Entrepreneurship development and Business ethics.Oxford University Press.
- Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian Perspective. Boston: Cengage Learning.
- Roy R (2020). Entrepreneurship. Oxford University Press.
- Sharma, S. Entrepreneurship Development, 2nd ed. PHI Learning

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B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – 5.4 (DSE- 5.4)

Knowledge Traditions of India
Course Code: UH05
Offered by Department of History, College of Vocational Studies

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		
Knowledge Traditions of India UH06	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course aims to provide students with a comprehensive understanding of the Indian Knowledge Systems, covering its intellectual heritage, philosophical traditions, scientific advancements, and cultural contributions. Students will gain knowledge of key figures, texts, and ideas that have shaped Indian knowledge systems.

Learning outcomes

Upon completion of this course:

1. Students will explore various aspects of Indian knowledge, including philosophy, literature, art, science, and spirituality.
2. The course will foster critical thinking skills by encouraging students to engage with diverse perspectives, evaluate strengths and limitations, and analyse texts, artworks, and philosophical arguments.
3. Students will explore how Indian philosophy, spirituality, and scientific ideas can contribute in the promotion sustainable living, and fostering holistic well-being.
4. The students will be able to understand and apply Indian knowledge to real-world situations.

Practical component

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.

Syllabus

Unit I: Foundations of Indian Knowledge System (4 weeks approx.)

Introduction to Indian Knowledge System: Understanding the scope and significance, Historical overview and evolution of Indian thought, Vedas and Upanishads, Indian Philosophical Schools. Bhagavad Gita and Its Relevance.

Unit II: Indian Literary and Artistic Traditions (4 weeks approx.)

Sanskrit Literature: exploration of classical texts, epics, plays, and poetry, social contexts, Sangam Literature,

Bhakti movement: Literary texts, Indian Performing Arts, Study of treatise *Natyashastra*, *Shilpashashtra*, *Vashtushashtra* etc.

Unit III: Indian Scientific and Mathematical Contributions (4 weeks approx.)

Ancient Indian Mathematics, Survey of Indian mathematical concepts and achievements, Ayurveda and Traditional Medicine, Introduction to Ayurveda and its holistic approach to healthcare, Indian Astronomy and Astrology-Understanding its role in Indian culture and society, Indian Contributions to Science and Technology,

Unit IV: Spirituality and Indian Wisdom Traditions (4 weeks approx.)

Yoga and Meditation, Exploration of the various paths of yoga (e.g., Raja, Karma, Bhakti, Jnana), Jainism and Buddhism: An overview. Sikhism and Sufism-Understanding the principles and teachings, Modern Indian Thinkers and Philosophers- Swami Vivekananda, Rabindranath Tagore, Aurobindo Ghosh, Jiddu Krishnamurti, Periyar.

Assessment method: I.A. 25 Marks (test, assignment and attendance), Theory 75

Essential Readings

- Nikhilananda Swami, The Principal Upanishads
- Hamilton Sue, Indian Philosophy: A Very Short Introduction
- Easwaran Eknath, The Bhagavad Gita
- Das Sisir Kumar, A History of Indian Literature: 500-1399
- Huntington Susan L, The Art of Ancient India: Buddhist, Hindu
- Joseph George Gheverghese, The Crest of the Peacock: Non-European Roots of Mathematics
- Lad Vasant, Ayurveda: The Science of Self-Healing,
- Iyengar R.N., Indian Astronomy: An Introduction
- Satchidananda Swami, The Yoga Sutras of Patanjali
- Chatterjee Satishchandra and Dharendra Mohan Datta, An Introduction to Indian Philosophy
- Macauliffe Max Arthur, The Sikh Religion: Its Gurus, Sacred Writings, and Authors
- Baladev Upadhyaya, Samskrta Śāstrom ka Itihās, Chowkhambha, Varanasi, 2010.
- D. M. Bose, S. N. Sen and B. V. Subbarayappa, Eds., A Concise History of Science in India, 2nd Ed., Universities Press, Hyderabad, 2010.
- Dharampal, Some Aspects of Earlier Indian Society and Polity and Their Relevance Today, New Quest Publications, Pune, 1987.
- Dharampal, Indian Science and Technology in the Eighteenth Century: Some Contemporary European Accounts, Dharampal Classics Series, Rashtrotthana Sahitya, Bengaluru, 2021.
- Dharampal, The Beautiful Tree: Indian Indigenous Education in the Eighteenth Century, Dharampal Classics Series, Rashtrotthana Sahitya, Bengaluru, 2021.
- Bajaj J. K. and M. D. Srinivas, Timeless India Resurgent India, Centre for Policy Studies, Chennai, 2001.
- M. D. Srinivas, The methodology of Indian sciences as expounded in the disciplines of Nyāya, Vyākaraṇa, Ganita and Jyotiṣa,

Suggestive Readings

- Ansari, Saraf F.D., Sufi Saints and State Power, Cambridge University Press, 1992
- Banerjee, J.N., Pauranic and Tantric Religion: Early Phase, University of Calcutta, Calcutta, 1966.
- Bhandarkar, R.G., Vaiṣṇavism, Śaivism and Minor Religious Systems, Indological Book House, Varanasi, 1965.
- Bhattacharya, N.N., Ancient Indian Rituals and Their Social Contexts, Manohar, Delhi, 1996 (1975)
- Brockington, J.L., Righteous Rama: the Evolution of an Epic, OUP, Delhi, 1984.
- Chakrabarti, Kunal, Religious Process: The Purāṇas and the Making of a Regional Tradition, OUP, Delhi, 2001
- Chakravarti, Uma, The Social Dimensions of Early Buddhism, OUP, Delhi, 1987.
- Champakalakshmi, R., From Devotion and Dissent to Dominance: The Bhakti of Tamil Alvars and Nayanars
- R. Champakalakshmi, eds, Tradition, Dissent and Ideology, OUP, Delhi, 1996, pp. 135-63.
- Olivelle, Patrick, The Early Upanishads: Annotated Text and Translation, OUP, Oxford, 1998.

- Chatterjee, Asim Kumar, A Comprehensive History of Jainism, 2 volumes, Firma KLM, Calcutta, 1984.
- Chattopadhyaya, B.D., Historical Context of the Early Medieval Temples of North India', in Studying Early India, Permanent Black, Delhi, pp. 153-171.
- Coomaraswamy, A.K., 'The Dance of Shiva' in The Dance of Shiva, Munshiram
- Currie, P.M., The Shrine and Cult of Muin-al –Din Chishti of Ajmer, New Delhi, 1989.
- Durkheim, Emile, The Elementary Forms of Religious Life, The Free Press, New York, 1995.
- Grewal, J.S, Contesting Interpretations of the Sikh Tradition, New Delhi, 1998
- Jaini, Padmanabh S. Gender and Salvation: Jaina Debates on the Spiritual Liberation of Women, Delhi, 1991. *
- Wagle, N., Society at the Time of the Buddha, Bombay, 1966.
- Weber, Max, Religions of India, Delhi, 1968.

B.A. (VS) Modern Office Management**Semester V****GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)**
Modern Office 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		
Modern Office Management (GE-5.1)	4	3	1	-	12th Pass	Nil

Learning Objective: The aim of the paper is to acquaint the students with Modern Office and its management. The knowledge acquired by the students would help them to manage the modern office effectively as office manager, executive or personal secretary by using the skills set acquired by them through this course.

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

1. explain the nature of conventional office, modern office, paperless office, automated and virtual office, functions of office, office manager and office management process
2. demonstrate the importance of office environment, location of office and safety and security measures
3. explain the importance of office mechanization, its objectives and use of tools for the purpose.
4. describe the procedure of procurement and maintenance of office stationery and supplies.
5. explain the importance of office correspondence, system of maintenance of official records and banking

Course Contents:**Unit 1: Modern Office and its Functions****9 hours**

Meaning and Definition of Office, Characteristics of an Office, Requisites of an Office, Significance of Modern Office, Scope and Growth of Office Activities, Office Management, Objectives and Principles of Office Management, Primary and Secondary/Administrative Functions, Development of Office Practices, Office Hierarchy, Changing the Nature And Scope of Office Work, Functions of Office Manager, Essential Qualification, Experience and Supervisory Skills Required For Office Manager, Management and Administrative Functions, Changing Office Scenario, Concept of Paperless Office, Automated Office, Virtual Office.

Unit 2: Office Environment**9 hours**

Location and Office Building, New Trends -Office Spaces, Open and Private Office, Front and Back Office Support, Infrastructure, Safety and Security, Ventilation, Green Office, office layout, concept of open office, front and back office support, Use of modular office furniture, emerging office concepts: green office, home environment at work, work from home, flexible office hours, significance of office location, factors affecting choice of office location, working environment.

Unit 3: Office Mechanization**9 hours**

Introduction, meaning and importance of Office Mechanization, objectives and use of office automation tools – desktop/personal computers, printers, scanner, fax machines, photocopier, calling bell, telephones, mobile phones, video conferencing, CCTV Camera, biometric attendance machines.

Unit 4: Office Supplies, Office Forms and Procurement**9 hours**

Office Forms, Principles of Design and Development of Forms, Control of Forms, Office Stationery and Supplies, Office Mechanization, Advantages and Disadvantages of Mechanization, Criteria of selection of Office Machines, Lease and Purchase of Office Equipment, Procurement of Office Supplies, Modular Furniture, Purchase Procedure, e-Tender and Stock of Supplies.

Unit 5: Office Correspondence, Records Management and Banking**9 hours**

Mails, Office Correspondence, Organizing Correspondence, Production and Drafting of Correspondence, Typing and Stenographic Services, Dictating Letters, Handling and Disposal of Mails, Handling and Supervision of Office Records, Management of office records, Disposal and Retention of Office Records. Banking: UPI, PayTM, Net Banking, Mobile Banking, RTGS/NEFT/IMPS, Demand Drafts and validity of cheques

Exercises:

The learners are required to:

1. visit the administrative office of the College, Government Office or Private Office.
2. observe the Office Building, ventilation and layout of the building.
3. observe the office supplies, stationery used in office systems.
4. observe and experience the type of communication systems, furniture and office machines.
5. interact with the Office Manager and make a list of his duties and responsibilities.

Suggested Readings:

- Bhatia, R.C.(2003). *Office Management*. Galgotia Publishing Company, New Delhi, India
- Chopra, R. K., & Bhatia, A. (2010). *Office Management*. 15th Edition. Himalaya Publishing House, Mumbai, India.
- Geoffrey, M., Standingford, O., & Appleby, R. C. (1991). *Modern Office Management*, NY, USA.
- Mills, G., & Standingford, O. (1949). *Office Organization and Method*. Pitman.
- O'Rourke, J. S. (2019). *Management communication: A case analysis approach*. Chapter 4, Routledge, England, UK.
- Thukaram Rao, M. E. (2009). *Office Organization and Management*. Atlantic Publishers and Distributors, New Delhi, India.
- Ghosh, P. K. (2010) "*Office Management*", Sultan Chand & Sons. New Delhi
- Duggal, Balraj, *Office Management and Commercial Correspondence*, Kitab Mahal, New Delhi
- Pillai R.S.N, Bagavathi, (2008) " *Modern Office Management*", S. Chand Publishing House
- Chhabra, T.N., *Modern Business Organisation*, New Delhi, Dhanpat Rai & Sons.

Notes:

- 1. Suggested readings shall be updated and uploaded on the 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.**

B.A. (VS) Modern Office Management
GENERAL ELECTIVE COURSE – 5.2 (GE-5.2)
Sustainable Development

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		
Sustainable Development (GE-5.2)	4	3	1	-	12th Pass	Nil

Learning Objective: The course aims to provide the learners an understanding of the key challenges and pathways to sustainable development i.e. also socially inclusive and environmentally sustainable.

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

1. explain key initiatives required to enhance the contribution of an organisation towards Sustainable Development;
2. analyse the significance of various steps taken by UNDP to ensure Sustainable Development;
3. assess the results of Smart Cities Mission Initiative of Government of India;
4. explain the key achievements of National Programmes/Initiatives aligned with SDGs.

Course Contents:

Unit 1: Introduction

9 hours

Sustainable Development: Meaning, Principles, History of Sustainable Development. Components of sustainability, Goal Based Development, Feasibility of Sustainable Development; Sustainable Development and International Contribution: International Summits, Conventions, Agreements. Triple Bottom Line approach. Environmental, social and governance (ESG) factors. Role of ICT in Sustainable Development. Community Engagement. Policy framework on Sustainable Development in India.

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

Sustainable Development Goals (SDGs): Meaning, Background, Transition from Millennium Development Goals (MDGs) to SDGs. Role of UNDP; SDG Integration. SDGs (1-6): No Poverty, Zero Hunger, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation. SDGs (1-6) in India: Key indicators of performance.

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

SDGs (7-17): Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Climate Action, Life Below Water, Life on Land. Peace, Justice and Strong Institutions, Partnerships for the Goals. SDGs (7-17) in India: Key indicators of performance.

Unit 4: Responsible Production and Mindful Consumption**8 hours**

Responsible Production and mindful consumption: concept, rationale, implications, challenges and opportunities. Global initiatives on Sustainable Development by Industry: World Business Council for Business Development. BRSR Reporting by SEBI, NITI Aayog report on sustainable development.

Unit 5: Responsible Investment**8 hours**

Responsible Investment: concept, rationale, implications, challenges, and opportunities. Socially Responsible Investment: Green Bonds, Carbon Credits. Socially Responsible Mutual Funds. Global Reporting Initiatives.

Exercises: The learners are required to:

1. identify an organisation and suggest key initiatives required to enhance the contribution of that organisation towards Sustainable Development and measure the quantum of improvements that would be achieved by the implementation of such initiatives.
2. visit the website of UNDP and other related internet resources wherein the cases related to action taken for achieving the SDGs are specified and compare it with the organisation chosen in unit 1 above and present report of the benchmarking exercise and the new suggestions/recommendations for taking the organisation to the next level.
3. prepare and present a report on Smart Cities Mission Initiative of Government of India highlighting the strategy, key features of Smart Cities, achievements, and challenges.
4. identify an organisation which is integrating practices (green initiative, dry waste management, recycling, etc.) related to SDGs of responsible Production & Consumption. Prepare and present the report of its strategies highlighting the cumulative impact of its outcome.
5. identify a company dealing with green bonds in India, analyse its business model. Prepare and present a report of its contribution to the environment.

Suggested Readings:

- Edwards, A. R., & Orr, D. W. (2005). *The Sustainability Revolution: Portrait of a Paradigm Shift*. British Columbia: New Society Publishers. (Unit I to V)
- Reid, D. (2017). *Sustainable Development: An Introductory Guide*. Taylor & Francis Group. (Unit I to V)
- Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2012). *An Introduction to Sustainable Development*. Abingdon; Routledge. (Unit I to V)
- Stokke, O. (2018). *Sustainable Development*. Abingdon; Routledge. (Unit I to V)

Additional Readings:

- <https://niti.gov.in/sdg-india-index>
- https://www.sebi.gov.in/sebi_data/commndocs/may2021/Business%20responsibility%20and%20sustainability%20reporting%20by%20listed%20entitiesAnnexure1_p.PDF

Notes:

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SEMESTER- VI

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE – 6.1 (DSC-6.1)
Strategic Office 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		
Strategic Office Management (DSC-6.1)	4	3	1	-	12th Pass	

Learning Objective: The course aims to understand about the Strategic Office Management which is crucial to perform official functions effectively with the applications of principles of management at all levels in the Business. Effective Office Management play a significant role for success in the Business World.

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

1. describe the concept of office management, its structure and how it functions.
2. analyse the systems and processes of office management.
3. describe different structures of business and delegation of authority and powers to functional managers.
4. demonstrate the knowledge of business finance, how SEBI works, money investment and marketing management.
5. summarize the knowledge of dynamics of office management.

Course Contents:

Unit 1: Office Management and Its Importance

9 hours

Office Management: Purpose of an office, functions of an office and its strategic importance. Office environment. Office Organization: Principles of office organisation, Formal and Informal Organization, Types of Organizations, selecting type of organisation, Organization Chart, Types of Organization Charts, Relation of Office with other Departments, Office Manuals, Authority and Responsibility, Centralization and Decentralization, Information Management, Scientific Office Management, Aims of Scientific Management.

Unit 2: Office Management Systems and Processes

9 hours

Planning office activity: objectives, policies, programmes and procedures, Organising of office activity: staffing, motivating, coordination, direction and controlling, The job and position of office manager. Functions, duties and responsibilities of office manager. Qualities of office manager. Administrative office management. Office system and its importance, Characteristics of sound office System, Principles of Office Systems, Office Routines. Role of office manager in systems and procedures.

Unit 3: Organizational Structure, Delegation of Powers and Group Dynamics 9 hours

Nature of Organization Structure, Role of Functional Manager, Network Organization Structure, Advantages and Disadvantages, Features of Authority, Administrative and Financial Powers, Delegation of Powers and Authority, Formation of Groups and Teams, Formal and Informal Groups, Group Dynamics: Group Norms and Role, Group Cohesiveness, Groups: Behaviour, Tasks, Processes and Effectiveness.

Unit 4: Business Finance and Marketing Management 9 hours

Concept, Role and Objectives of Financial Management, Financial Planning and its Importance, Capital Structure, Fixed and Working Capital, Financial Markets: Concept, Functions and Types, Money Market and its Instruments, Capital Market, Stock Exchange Functions and Trading Procedure, Objectives and Functions of SEBI, Market Management, Functions of Marketing, Marketing Mix: People, Product, Price, Process, Physical Distribution, Physical Evidence and Promotion.

Unit 5: Strategic Management Dynamics: Leadership, Motivation and Control 9 hours

Leadership: Features, Importance, Qualities and Styles of Leadership. Determinants of Leadership Styles, The Managerial Grid, Situational Leadership, Traits of Leadership, and Motivational Theories: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, McGregor's X and Y Theory, Ouchi's Theory "Z", Comparison between Theory 'X' and Theory 'Y', Work Measurement, Techniques of Work Measurement, Standards of Performance, Measurement of Efficiency of Office Staff, Effective Control System, Process of Control: Setting Standards, Measurement of Performance, Comparing the Actual Performance with Standards and Taking Corrective Action.

Exercises: The learners are required to:

1. analyse the nature and importance of the profession of office management, function of office jobs and experience it while paying the visit to the educational, financial or other manufacturing/marketing institutions
2. while visiting different industries, observe their business systems, procedures and practices which are significant for effective functioning of office management
3. read the case studies to advance their knowledge about structure, authority and how officials' powers are used in office management
4. observe the dynamics of office management in their college administration and management.

Suggested Readings:

- Agarwal, R., D., (2021). *Organization and Management*. Pragati Online.
- Arora, S. P. (2009). *Office organisation and management*. Vikas Publishing House
- Bhatia, R. C. (2005). *Principles of office management*. Lotus Press, Delhi, India.
- Chopra, R. K., & Bhatia, A. (2015). *Office Organization and Management*. Himalaya Publishing House.
- Kavita, S. (2015). *Organizational behaviour: Text and cases*. Vikas Publishing House, New Delhi, India.
- Koontz, H., O'Donnell, C., & Weihrich, H. (1986). *Essentials of management* (Vol. 18). New York: McGraw-Hill.
- Koontz, H., O'Donnell, C., & Weihrich, H. (1986). *Essentials of management An International Perspective* (Vol. 18). New York: McGraw-Hill.
- Kumar, N., & Mittal, R. (2001). *Office Management*. Anmol Publications, Delhi, India.

- Quible, Z. K. (2014). *Pearson New International Edition: Administrative Office Management*. Pearson, India
- Thukaram Rao, M. E. (2009). *Office Organization and Management*. Atlantic Publishers and Distributors, New Delhi, India.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
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B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE – 6.2 (DSC-6.2)
Management Information System

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		
Management Information System (DSC-6.2)	4	3	1	-	12th Pass	-

Learning Objective: This course has been designed to develop the understanding and application of the management information systems in organizations. The course would help organizations create sustainable competitive advantage in respective industries and appreciate the significance of IT investment decisions made by organizations.

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

1. explain the meaning and concept of MIS and understand the challenges associated with it.
2. analyse how technology can provide competitive advantages to the offices.
3. examine the major tools and systems that information systems professionals use in offices.
4. describe how technology facilitates and enhances both operational and strategic decision making in organizations.
5. prepare himself for the key system applications and possible security threats while using information systems in offices.

Unit I: Introduction to Information System and MIS

9 hours

Information Systems, E-Business, E-Commerce, E-communication, and E-collaboration; Introduction to Information Systems; Management Information System (MIS): Meaning and its Requisites, Challenges of Digital Age; Changing role of MIS managers; Organisation as a system.

Unit II: Information system strategies

9 hours

Impact of information systems on Organizations; Information system strategies for dealing with competitive forces; The Internet and Organization; Ethical and Social issues in information systems.

Unit III: IT infrastructure

9 hours

Understanding IT infrastructure and its components; Quantum computing, virtualization, cloud computing, and green computing; challenges of managing IT infrastructure.

Unit IV: Decision- making Process and MIS

9 hours

Decision-making Process; organisational decision-making; MIS and decision-making; knowledge and knowledge management systems; Information and Knowledge Management System.

Unit V: Key System Applications and Security Issues

9 hours

Information systems controls; Security issues and solutions; Enterprise systems; Supply chain management systems; Customer relationship management systems.

Practical Exercises: The learners are required to:

1. analyse the challenges and opportunities of MIS in an organisation.
2. Visit the office of reputed organisation and study how technology is providing competitive advantages to the firm
3. study the major tools and systems that information systems professionals use in offices.
4. study how the MIS is helping the organisation in analysis of information and decision making.
5. analyse security issues and solutions relating to MIS.

Suggestive Readings:

- Davis, G., & Margrethe, O. (2017). *“Management Information System: Conceptual Foundations - Structure and Development”* (2nd ed.). McGraw Hill Education.
- Effy, OZ. (2013). *“Management information systems”* (6thed.). USA: Cengage Learning.
- Goyal, D. P. (2014). *“Management Information Systems: Managerial Perspectives”* (4th Ed.). Vikas Publishing House Pvt Ltd.
- Jawadekar, W. S., & Dubey, S. S. (2020). *“Management Information System: Text and Cases”* (6th ed.). McGraw Hill Education.
- Laudon, K. C., & Laudon, J. P. (2016). *“Management Information Systems: Managing the Digital Firm”* (14th ed.). Pearson Education Limited.
- O'Brien, J. A., & Marakas, G. (2017). *“Management information systems”* (10thed.). McGraw Hill Education.
- Rajaraman, V. (2004). *Self-study Guide to Analysis and Design of Information Systems*. PHI Learning Pvt. Ltd.
- Schultheis & Summer. “Management information systems – The manager's view”, (4th ed.). Tata McGraw Hill, India
- Turban, E. & Aronson, J.E. (2001). *“Decision Support Systems and Intelligent Systems”*. Prentice Hall, Upper Saddle River, New Jersey.

Notes:

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2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE – 6.3 ((DSC-6.3)
Organisational Behaviour

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		
Organisational Behaviour (DSC-6.3)	4	3	1	-	12th Pass	-

Learning Objective: The course aims to enhance the understanding of the basic concept of organisational behaviour (OB) and the working of modern organizations. It focuses on the study of human behaviour at three levels: Individual, Interpersonal and Group.

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

1. apply the concepts of OB in managing people at the workplace.
2. analyse the impact of individual behaviour in the working of organisations.
3. assess the importance of effective communication in organisations.
4. critically evaluate the role of motivation theories in guiding human behaviour.
5. analyse the dynamics of group behaviour and evaluate diverse leadership styles and strategies.
6. evaluate strategies employed to manage organisational conflict, organisational change and stress.

Unit 1: Introduction

6 hours

Organisational Behaviour: Concepts, history and determinants; Contributing disciplines of OB; challenges and opportunities of OB.

Unit 2: Individual Behaviour

9 hours

Meaning and significance of Individual Behaviour; Types of Personality; Job related attitude; Components of learning, Factors influencing perception; Values-nature and types.

Unit 3: Communication and Motivation

12 hours

Understanding Communication; Process of Communication; Essentials of effective communication; Contemporary means of communication. Motivation – meaning, significance and process; Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory).

Unit 4: Group Behaviour and Leadership

12 hours

Group behaviour, Group norms, Group roles, and Group cohesiveness; Group decision making process. Leadership – concept, styles and contemporary issues in leadership.

Unit 5: Dynamics of Organisational Behaviour**6 hours**

Organisational culture- concept and determinants; Organisational conflict - sources, resolution strategies; Organisational change- significance and resistance to change; Stress- causes and management of stress.

Practical Exercises: The learners are required to:

1. analyse the challenges and opportunities of OB.
2. undertake a group activity to identify personality type of different individuals.
3. perform role plays on JOHARI Window Model to understand how to improve communication at workplace.
4. identify innovative motivational tools practiced by contemporary organizations.
5. conduct a primary survey to study the dynamics of group behaviour.
6. analyse different leadership styles used in various organisations.
7. apply and test various stress management techniques like deep breathing, exercise, and mindfulness.

Suggested Readings

- Greenberg, J. (2015). *Behavior in Organizations*. (10th Ed.). Pearson Education India.
 - Hersey, P. K., Blanchard, D., & Johnson, D. (2013). *Management of Organizational Behavior*. Pearson.
 - Luthans, F. (2017). *Organisational Behavior-An evidence-based approach*. (12th Ed.) McGraw-Hill Education.
 - Pareek, U. (2014). *Understanding Organisational Behavior*. Oxford University Press.
 - Robbins, S. T., Judge, T. A. (2019). *Essentials of Organizational Behaviour*. Pearson.
 - Singh, A. K., & Singh, B. P. *Organisational Behavior*. New Delhi: Excel Books Pvt. Ltd.
 - Singh, K. (2015). *Organisational Behavior: Texts & Cases* (3rd Ed.). India: Pearson.
- Additional Resources

Notes:

1. Suggested readings shall be updated and uploaded on the 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.

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE – 6.1 (DSE-6.1)
Accounting for Managerial Decision Making

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		
Accounting for Managerial Decision Making DSE-6.1	4	3	1	-	12th Pass	-

Learning Objective: The course aims to enable students to acquire knowledge of concepts, methods and various techniques of accounting for the purpose of managerial planning, control and decision making.

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

1. Analyse fundamentals of accounting and its branches.
2. Examine financial statements and their uses in managerial decision making.
3. Explore the budgetary control system as a tool of managerial planning and control.
4. Utilize the concept of cost-volume-profit analysis for use in short-term decision making.
5. Evaluate the concept of relevant cost and make decisions related to different business situations using marginal costing and differential costing techniques.

Unit 1: Fundamentals of Accounting

9 hours

An Overview of Accounting: meaning, scope, objectives, accounting as part of information system, branches of accounting. Financial accounting process, accounting concepts, accounting standards. Basic cost concepts, cost classification, cost sheet, an overview of various types of costing methods.

Unit 2: Financial Statements and their Analysis

9 hours

Understanding of financial statements. Interpretation of financial statements with the help of ratio analysis (liquidity ratios, profitability ratios, turnover ratios and solvency ratios) and cash flow analysis.

Unit 3: Budgetary Control System

9 hours

Concept of budget, budgeting and budgetary control; objectives, merits and limitations; Functional Budgets; Fixed and Flexible budgeting.

Unit 4: Cost Volume Profit Analysis**9 hours**

Concept of marginal cost and marginal costing, marginal costing equation and contribution margin, Cost-volume-profit analysis; Break-even Analysis, Profit-volume ratio, break-even point, angle of incidence, margin of safety, key factor.

Unit 5: Decision Making under Specific Situations**9 hours**

Steps in decision making process. Concept of relevant costs. Solving various short -term decision making problems using marginal costing and differential costing techniques – Profitable product mix, Acceptance or rejection of special/ export offers, Make or buy, Addition or elimination of a product line, and pricing decisions.

Note: Use of Spreadsheet should be encouraged for doing basic calculations for various topics in the course and giving students subject related assignments for their internal assessment purposes.

Practical Exercises: The learners are required to:

1. discuss differences between various forms of accounting
2. Preparation of cost sheet
3. prepare different types of budgets.
4. visit any manufacturing unit and study the relevance of marginal costing and study their cost-volume-profit relationship.
5. do various exercises on different decision-making situations

Suggested Readings:

- Arora, M.N., & Katyal, P. (2021). *Management Accounting*. Himalaya Publishing House, New Delhi
- Goel, R. K. & Goel, I. (2019). *Concept Building Approach to Management Accounting for B.Com.*, Cengage
- Goyal, B.K and Tiwari, H. N. (2022). *Financial Accounting*. Taxmann, New Delhi
- Kishore, Ravi.M. (2020). *Financial Management*. Taxmann, New Delhi
- Monga, G.R. and Bahadur, Raj. (2022). *Basic Financial Accounting*. SCHOLAR Tech Press, New Delhi
- Singh, Surender. (2019). *Management Accounting*. PHI Learning Pvt. Limited, New Delhi
- Singh, Surender. (2018). *Elements of Cost Accounting*. Kitab Mahal, New Delhi
- Singh, S.K.and Gupta, Lovleen. *Basic Management Accounting: Theory and Practice*. A.K. Publications. New Delhi
- Tulsian, P.C. (2023) *Cost Accounting*. S.Chand, New Delhi.

Notes:

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2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE – 6.2 (DSE-6.2)
Industrial Relations
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		
INDUSTRIAL RELATIONS DSC- 6.2	4	3	1	-	12th Pass	-

Learning Objective: To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

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

1. examine the implications of employer-employee relations on effective organisational functioning
2. examine the scope of trade unions
3. apply the understanding of the implications of the various social security measures such as provident fund, employee state insurance, gratuity, maternity benefit, and other welfare measures
4. evaluate the significance of various legal provisions for safety & welfare in organisations
5. discuss the benefits provided by various legal provisions protecting the wages & conditions of employment

Unit 1: Overview of Industrial Relations

9 hours

Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining. Workers' participation in management, levels of participation, mode of participation works committee, joint management councils, worker director, grievance procedure, quality circles

Unit 2: Code on Industrial Relations

9 hours

Understanding the Industrial Relations Code, 2020; Provisions related to recognition of trade unions; Negotiation and settlement of industrial disputes: conciliation, arbitration, and adjudication; Retrenchment, layoffs, and closures: legal framework and implications; Unfair labour practices: types and consequences; Provisions related to unfair labour practices under the Industrial Relations Code; Code on Industrial Relations and its impact on labour-management relations in organisations

Unit 3: Code on Social Security**9 hours**

Understanding the Code on Social Security, 2020; Social security for workers: provident fund, employee state insurance, gratuity, maternity benefit, and other welfare measures; Role of organisations in ensuring social security of workers; Compliance with the Code on Social Security in organisations

Unit 4: Code on Occupational Safety, Health, and Working Conditions**9 hours**

Understanding the Occupational Safety, Health, and Working Conditions Code, 2020; Occupational safety and health: legal provisions, safety policies, and practices in organisations; Working conditions: regulations related to working hours, leaves, holidays, and other conditions of work; Role of organisations in ensuring safety, health, and working conditions of workers; Compliance with the Occupational Safety, Health, and Working Conditions Code in organisations

Unit 5: Code on Wages**9 hours**

Understanding the Code on Wages, 2019; Provisions related to payment of wages: minimum wages, payment modes, and time limits; Equal remuneration for men and women workers: concepts, importance, and legal provisions; Ensuring fair wages and equal remuneration in organisations; Central Advisory Board and State Advisory Boards: composition, functions, and role in wage-related matters; Compliance with the Code on Wages in organisations

Practical Exercises:

The learners are required to:

1. explore power dynamics in the context of employer-employee relations in India
2. examine the powers of trade unions in India by discussing the notable cases
3. present the significance of social security in organisations with examples and cases
4. conduct a thorough analysis of the current safety measures in the company and identify any gaps or areas for improvement.
5. present the latest judgments pertaining to various compensation related legal provisions in India

Suggested Readings:

- Jha G.K. (2022). *Labour Laws and Industrial Relations*, New Delhi: Notion Press
- Mallik P L, (2021). *Handbook of Labour and Industrial Laws*, New Delhi: Eastern Book Company
- Singh B. P., Chhabra T. N., Taneja P. L. (2021). *Personnel Management and Industrial Relations*, New Delhi: Dhanpat Rai Publishing House
- Srivastava S C, (2022). *Industrial Relations and Labour Laws*, New Delhi: Vikas Publishing House
- Taxmann (2023). *New Labour & Industrial Laws*, New Delhi: Taxmann Publication Pvt. Ltd.

Note:

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B.A. (VS) Modern Office Management
Semester - VI
DISCIPLINE SPECIFIC ELECTIVE COURSE DSE– 6.3 (DSE 6.3)
Ethics and Corporate Governance

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		
Ethics and Corporate Governance (DSE 6.3)	4	3	1	-	12th Pass	Nil

Learning Objective: This course is designed keeping in view the dominant role that modern corporations play in creating desirable economic, social and environmental outcomes for the society. The aim of the course is to impart basic knowledge of business ethics and values and its relevance in modern day context. The course outlines the key theoretical and practical issues underpinning the study of both corporate governance (CG) and corporate social responsibility (CSR) in an integrated fashion.

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

1. analyze the concepts, tools and theories of ethics and the issues in ethics.
2. recognize the essence of ethics in business.
3. develop decision-making skills with regard to ethical governance.
4. explain the structure and aspects of corporate governance principles and various theories and forums of corporate governance.
5. provide opportunities for reflection on the roles and responsibilities of directors, promoters, and management towards the shareholders and other stakeholders covering both theory and relevant practices.
6. recognise and demonstrate understanding of emerging issues and challenges in corporate governance.

Unit 1: Introduction to Ethics

9 hours

Concept of moral reasoning and ethics; Contributions of moral thinkers and philosophers to the concepts of morality; Approaches to Moral reasoning; Essence of Ethics, Dimensions of Ethics; Human Values; Ethical concerns and dilemmas

Unit 2: Business Ethics

9 hours

Concept; Principles; Theories of Business Ethics; Ethical Organisations, Ethical Dilemmas in Organization, Code of Ethics; Ethical issues in business, Ethics training programme.

Unit 3: Governance of Business Entities**9 hours**

The philosophical basis of governance; Corporate Governance- Meaning and significance; Conceptual framework; Corporate governance systems across the world; Corporate governance in India, CII code on corporate governance – features - Various Corporate Governance forums – CACG, OECD, ICGN AND NFCG.

Cases of corporate frauds and scams- Enron, Lehman Brothers; Satyam Computer Services; PNB Heist; IL&FS Fraud, ABG Shipyards, Yes Bank; Governance issues and challenges

Unit 4: Corporate Social Responsibility**9 hours**

Corporate Social Responsibility – definition – nature – levels – phases and approaches, principles, Indian models – dimensions. Corporate social reporting - Objectives of Corporate Social Reporting and case studies.

Unit 5: Recent Issues and Challenges of Governance**9 hours**

Insider Trading; Whistle Blowing; Shareholders Activism; Class Action suits; Gender Diversity in Boards; Governance of Family entities; Governance of multi-national corporations.

Exercises:

The learners are required to:

1. review and discuss the ethical dilemmas in various scenarios as presented by the teacher in class with respect to a given organization and discuss the ethical concerns in each situation.
2. Conduct a comparative analysis of corporate governance practices in different countries or industries. Ask them to examine the philosophical underpinnings and conceptual frameworks of governance systems in each context. Students should identify similarities, differences, and any potential challenges in implementing effective governance practices
3. Research and evaluate the governance structures of different organizations, such as corporations, non-profit organizations, or government bodies. Ask them to identify the philosophical basis and conceptual framework underlying each governance structure. Students should critically assess the effectiveness of these structures in promoting transparency, accountability, and stakeholder interests.
4. Discuss in class real-life examples of insider trading cases and ask them to analyze the case, identifying the key actors, the unethical practices involved, and the consequences faced by those involved. Encourage students to discuss the legal and ethical implications of each case and propose alternative actions that could have been taken.
5. Research and Presentation: Students will be asked to research a specific aspect of insider trading, such as its impact on market efficiency or the legal framework in different countries. Ask them to prepare a presentation summarizing their findings and conclusions. This exercise will not only enhance their understanding but also improve their research and presentation skills.

Suggested Readings:

- Monks, Robert A.G. and Minow, Nell, *Corporate Governance*, Wiley.
- Reddy, Nanda Kishore and Ajmera, Santosh, *Ethics, Integrity and Aptitude*, McGraw-Hill Education.
- Sharma, J.P. *Corporate Governance, Business Ethics, and CSR*, Ane Books Pvt Ltd, New Delhi.
- Khanka, S., S. (2014). *Business Ethics and Corporate Governance (Principles and Practices)*. S.Chand Publishing.

- Tricker, Bob. *Corporate Governance-Principles, Policies, and Practice (Indian Edition)*. Oxford University Press, New Delhi.
- Weiss, Joseph W. *Business Ethics*, Berrett-Koehler Publishers.

Additional Readings:

- Mallin, Christine A. *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Rani, Geeta D., and Mishra, R.K. *Corporate Governance- Theory and Practice*, Excel Books, New Delhi.

Notes:

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**B.A. (VS) Modern Office Management
Semester VI**

DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.4)

**Historical Perspectives on Environmental Consciousness
Offered by Department of History, College of Vocational Studies**

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		
Historical Perspectives on Environmental Consciousness	4	3	1	0	Pass in class XII	NIL

Learning objective:

This course is designed for vocational studies students to understand the Indian historical perspectives on Environmental practices from Ancient to Contemporary times. It analyses the close relationship between nature and culture. This paper will acquaint the students with the socio- political policies and practices through history. It would further help in developing better understanding of tourism practices.

Learning Outcomes-

1. Student will understand the significance of environment and environmental thoughts through ancient texts.
2. Will learn the importance of environment in civilization, religion and medieval thoughts and practices.
3. Learners will become aware of colonial land & forest policies and nationalist resistance to it.
4. The pupil will come to know about Independent India's approach to the environment.

UNIT I: An Introduction to History of Environment (4 Weeks approx.)

Nature and Environment in Ancient Indian Texts- *Vedic* literature, *Dharmashastras* and *Puranic* Traditions. Indian Subcontinental Landscape. Environmental thought and environmentalism.

Unit II: Social Perspectives on Environment: Ancient to Medieval Times (4 Weeks approx.)

Harappan Civilization: Environment and human relations. Urbanization and decline of Harappan Civilization. Nature: A key component of Jainism and Buddhism. Ecology and Landscapes in medieval Indian thoughts and practices.

Unit III: Colonial policies, Nationalist Sentiments and Environment (4 Weeks approx.)

Colonial Land and forest policies: Ideologies and Implementations. Resistances to new regimes: Peasants, tribals and Pastoralists (Case studies from any two regions). Gandhi and environment.

Unit IV: Independent India: Environmental Policies and Implications 11 Hours

Environmental policies: Forests, Wildlife- Human Conflict. Development Vs Environment. Major environmental movements (*Chipko Movement*, *Narmada Bachao Andolan*, *Save Ganga Movement*): An Alternative Socio-Political Perspective.

Practical Exercises:

1. Interactive sessions through group discussions or group presentations shall be used to enable learning of Environmental history.
2. Supporting audio-visual aids like documentaries and power point presentations, and an appropriate field-visit will be used where necessary.
3. Assess the understanding of theory and practical by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz).

Essential Readings

- Lahiri Nayanjot. ed. The Decline and Fall of the Indus Civilization. Ranikhet: Permanent Black, 2002.
- Agarwal, Anil, et al, eds. The First Citizens' Report on the Environment in India. Delhi: Centre for Science and Environment, 1982.
- Agarwal Anil and S. Narain, eds. The Second Citizen's Report on the Environment in India, 1984-85. Delhi: Centre for Science and Environment, 1985
- Divyabhanushinh. The End of a Trail: History of Cheetah in India. New Delhi: Oxford University Press, 1990.
- Gadgil Madhav & Ramachandra Guha. This Fissured Land: An Ecological History of India. New Delhi: Oxford University Press, 1992.
- Grove, Richard, Vinita Damodaran and Satpal Sangwan, eds. Nature and the Orient: The Environmental History of South and Southeast Asia. New Delhi: Oxford University Press, 2000.
- Guha R. Environmentalism: A Global History. New Delhi: Oxford University Press, 2001

Suggestive readings-

- McNeill J.R., Something New Under the Sun: An Environmental History of Twentieth Century World. New York & London: W.W. Morton & Company, 2000.
- Rajan S. Ravi, 'Toward a metaphysics of Environmental Violence: The Case of the Bhopal Gas Disaster' in Violent Environments. Edited by Nancy Lee Peluso and Michael Watts, 380-98. Ithaca and London: Cornell University Press, 2001.
- Rangarajan Mahesh, ed. Environmental Issues in India. New Delhi: Pearson, 2007.
- Rangarajan Mahesh and K. Sivaramakrishnan, eds. India's Environmental History. Two Volumes. Ranikhet: Permanent Black, 2012.
- Ratnagar Shereen. Understanding Harappa: Civilization in the Greater Indus Valley. New Delhi: Tulika, 2001.
- Shiva Vandana. The Violence of the Green Revolution. London and New Jersey: Zed Books, 1993.
- Beinart William and Hughes Lotte. eds. (2007). Environment and Empire. Oxford: OUP, pp. 200-214 [Imperial Scientists, Ecology and Conservation]
- Beinart William and Middleton, Karen. (2004), "Plant Transfers in Historical Perspective: A Review Article". Environment and History, Vol. 10, No. 1, pp. 3-29.
- Bulliet, Richard. (2005). Hunters, Herders and Hamburgers: The Past and Future of Human-Animal Relationships. New York: Colombia University Press. pp. 205 -224.
- Chakrabarty, Dipesh (2021), The Climate of History in a Planetary Age. Chicago: The University of Chicago Press.

B.A. (VS) Modern Office Management**Semester VI****GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)****Office Operations****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title &	Credit	Credit distribution of the course	Eligibility	Pre-requisite of
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Code	s	Lecture	Tutorial	Practical/ Practice	y criteria	the course (if any)
Office Operations GE-6.1	4	3	1	-	12th Pass	-

Objective: The course aims to acquaint students with the operations of office including front office, middle office and back office.

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

1. demonstrate the fundamentals of office operations.
2. analyse the day to day workings of office.
3. interpret front office and back office tasks.
4. examine the role of secretary in offices.
5. summarize various office operations.

Unit 1: Fundamentals of front office operations

9 hours

Structure of Front Office Department: Functional Organization of Front office, Front Desk Layout and Equipment; Front office operations in the context of Hospitality: Accommodation facilities, Handle Reservation activities, dealing with Guests and Colleagues, Personal Care and Safety.

Unit 2: Front Office Management

9 hours

Front Office Procedures and Systems, Planning and evaluating operations, Accounting and Auditing, Customer service techniques for front office employees, Supervision and Management in the front office.

Unit 3: Middle Office Operations

9 hours

Managerial functions: Planning, Organising, Directing, Motivation, Controlling and Supervision of different activities, Office Manager as an Administrator, Advisor and Public Relations officer.

Unit 4: Back Office Operations

9 hours

Supervision and Administration: Human resources, accounting and revenue-generation role. Filing, Indexing and record management operations, office recruitments and promotion procedures. Gathering and processing. Mail data offline /online to assist the front office team.

Unit 5: Role of Executive Secretary in Office Operation**9 hours**

Secretary in front office – mainly client facing roles, attending phone calls, maintenance of appointment diary. Taking dictation, drafting of letters, fax messages, sending and receiving emails, notice of the meeting, proceedings of agenda and minutes of the meeting Use of Modern technology and Office Communication, mail, voice mail, multi-media, video conferencing, virtual meetings.

Practical Exercises:

The learners are required to:

1. Strengthen their knowledge of the latest office operations.
2. Learn equipment used but also adopt special methods to be used.
3. Learn how to run an office in a congenial environment.
4. Demonstration of equipment to be used in the office.
5. Learn the various office operations being adopted.

Suggested Readings:

- Andrews, S.,(1982). *Front Office Manual*.Tata McGraw Hill (India).
- Bardi, J. (2012). *Hotel Front Office Management*.Willy and Sons.
- Bhatia, R.C. (2003). *Office Management*. Galgotia Publishers, New Delhi.
- Chopra R.K., (2015). *Office Organization and Management*. Himalaya Publishing House. New Delhi.
- Duggal, B. (2015). *Office Management & Commercial Correspondence*. Kitab Mahal, (India).
- Ghosh, P.K. *Office Management*, Sultan Chand & Sons, New Delhi.
- Kasavana & Brooks,(2017). *Managing Front office Operations*.
- Pillai, R.S.N and Bagavathi, (2013). *Office Management*. S. Chand & Company Ltd, New Delhi.

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B.A. (VS) Modern Office Management
Semester VI
GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)
Communication in 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		
Communication in Management GE-6.2	4	3	1	-	12th Pass	-

Learning Objective: The course aims to train students to enhance written as well as oral communication in management. This course will help students in understanding the principles and techniques of communication. Also, to understand the use of electronic media for communication.

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

1. explain basics of managerial communication
2. interpret need for effective listening
3. describe basics of written and spoken communication
4. demonstrate role of group discussion and interviews
5. summarize business reports and proposals

Course Contents:

Unit 1: Introduction to Communications

10 hours

Meaning and Objectives of Communication. Process of Communication. Forms of communication: formal and informal; upward, downward, diagonal and lateral. Role of a Manager. Barriers to effective Communication and Overcoming them. Effectiveness in Managerial Communication. Make use of grapevine. Role of verbal and non-verbal communication; interpreting non-verbal communication.

Unit 2: Listening

5 hours

Meaning and objectives of Listening. Features of a good listener. Analysing poor listening. Effective listening skills and barriers to effective listening.

Unit 3: Oral and Written Communication

10 hours

Oral Presentation: Planning, structuring and delivering presentation. Handling queries. Challenges and etiquettes associated with Telephonic, web-conferencing and Teleconferencing communication.

Written communication: Principles and steps of effective writing. Seven Cs of Letter writing. Business Letters: inquiries, placing orders, sales letters. Job applications and resumes. Memos.

Unit 4: Group Discussion**10 hours**

Nature, forms and classification of Groups. Role of managers in Group Discussions. Effective Group Decision Making. Group Conflict.

Interviews: Interviewing, Nature and types of Interviewing Questions. Verbal and Non-Verbal aspects of interviewing. Types of Interviews: structured and unstructured; group and depth.

Unit 5: Meetings**10 hours**

Planning and conducting meetings. Meeting Process. Ways to Effectively lead a meeting. Evaluating meeting and drafting minutes of a meeting.

E-mail, Business Reports and Proposals: E-mail Etiquettes, smartness and presentation. Business Reports and proposals: Writing, purpose and sections/parts.

Exercises: The learners are required to:

1. summarise annual reports of companies.
2. write business proposals.
3. participate in group discussions and mock interviews
4. smartly draft business emails.

Suggested Readings:

- Bell, R. L. & Martin, J. S. (2019) *Managerial Communication*. Business Expert Press.
- Gupta, Alpana & Gupta. S. M. (2016), *Effective Business Communication*, Viva Books Originals
- Sengupta. (2011). *Business and Managerial Communication*, Prentice Hall India Learning Private Limited, New Delhi
- Lesikar, R.V. & Flatley, M.E.; (2008) *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Thimmaiah, N. Babitha & Reddy, P. Chandrika Reddy. (2020). *Managerial Communication*, Thakur Publications Pvt. Co.Ltd. Bengaluru. India
- Ludlow, R. & Panton, F., (1992) *The Essence of Effective Communications*, Prentice Hall of India Pvt. Ltd., New Delhi.
- Bhatia, R. C. (2008), *Business Communication*, Ane Books Pvt Ltd, New Delhi.
- Scot, O., (2004), *Contemporary Business Communication*. Biztantra, New Delhi
- Madhukar R. K. (2011), *Business Communication*, Vikas Publishing, New Delhi

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