

**UNIVERSITY OF DELHI**  
**UNDERGRADUATE CURRICULUM**  
**FRAMEWORK–2022 BASED ON**  
**NATIONAL EDUCATION POLICY-**  
**2020**  
**B.A. (Vocational Studies)**  
**SMALL AND MEDIUM ENTERPRISE**

# **SEMESTER- V**

**B.A. (VS) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC CORE COURSE -5.1 (DSC-5.1)**

**Human Resource Management in MSMEs**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>Human Resource Management in MSMEs (DSC-5.1)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:** The objectives of the paper are to:

1. understand the process of human resource planning, identify the problems associated with it and guidelines to make it effective.
2. learn the causes of poor industrial relations leading to industrial disputes, how to prevent these and actions required for their settlement.
3. have deep insights into the legal aspects of human resource management like Factories Act, Industrial Employment Act, Minimum Wages Act, Provident Fund Act and Miscellaneous Provisions Act.
4. familiarize with the regulations like Bonus Act, Trade Union Act, and Industrial Disputes Act.
5. know the importance of executive development programme and thus developing human resources through various training and executive development programs.

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

1. explain the process of human resource planning, identify the problems associated with it and guidelines to make it effective.
2. demonstrate the causes of poor industrial relations leading to industrial disputes, how to prevent these and actions required for their settlement.
3. interpret the legal aspects of human resource management like Factories Act, Industrial Employment Act, Minimum Wages Act, Provident Fund Act and Miscellaneous Provisions Act.
4. describe the regulations like Bonus Act, Trade Union Act, and Industrial Disputes Act.
5. explore the importance of executive developmental programmes and thus developing human resources through various training and executive development programs.

**Unit 1:**

**8 hours**

Role of HRD in MSMEs: Manpower Planning in MSMEs, Hiring Process Recruitment and Selection, Training and Evaluation of Performances, Wage and Salary Administration in MSMEs, Employment Motivation.

**Unit 2:****7 hours**

Management of Industrial Relation: Causes of Industrial Dispute, Methods of Resolution of Disputes, Procedure and Role of Arbitration and Conciliation, Strikes, lockout, layoff.

**Unit 3:****12 hours**

Relevant Regulations for MSMEs-I: Factories Act 1948; definition, approval, licensing and registration, health safety hazardous process, working hours, holidays, employment of young persons and women's, annual leave with wages and penalties. Industrial Employment (Standing Orders) Act 1946; objective, scope and application, definition procedure for submission of draft, standing orders, procedure for certification of standing orders. Minimum Wages Act 1948; object, definitions, fixation and revision of wages, advisory board, central advisory board, enforcement of the Act, offences and penalties. Employees Provident Fund and Miscellaneous Provisions Act 1952; application, definition, EPF schemes, pension schemes and fund, employees deposit link insurance scheme and fund, administration penalties and offences.

**Unit 4:****11 hours**

Relevant Regulations for MSMEs-II: Trade Union Act 1926; definition, registration, cancellation of Trade Union and appeals, rights and privileges of registered Trade Union, duties and liabilities, amalgamation, dissolution of Trade Union and penalties. Bonus Act 1965; Meaning, object, definition, eligibility, disqualification, determination, penalties and offences. Industrial Dispute Act 1947; objects, definitions, references of individual to dispute, conciliation machinery, unfair labour practices and penalties.

**Unit 5:****7 hours**

Executive Development Programme: Meaning, Need, Relevance, Holistic Training Model, Evaluation of EDPs, Techniques for enhancing effectiveness of EDPs.

**Exercises:**

The learners are required to:

1. identify a company or a firm and assess the role of Human Resource Development Department. (Unit 1)
2. find out the reasons of industrial disputes and ways to resolve the disputes amicably. (Unit 2)
3. critically analyse the provision related to Factory Act 1948, and Minimum Wages Act 1948. (Unit 3)
4. explore the processes of registration of Trade Union and cancellation of registration thereof. (Unit 4)
5. explore the various executive development programmes and evaluate the techniques for enhancing effectiveness of EDPs. (Unit 5)

**Suggested Readings**

- Dessler, G., & Varkky, B. (2020). *Human Resource Management* (16<sup>th</sup> ed.). Pearson Education.

- Dessler, G. (2017). *Fundamentals of Human Resource Management* (4<sup>th</sup> ed.). Pearson Education.
- Prasad, L. M. (2018). *Human Resource Management*. Sultan Chand & Sons.
- Gupta, C. B. (2018). *Human Resource Management*. Sultan Chand & Sons.
- Wilson, P. J. (2012). *International Human Resource Development* (3<sup>rd</sup> ed.). Kogan Page.

**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) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC CORE COURSE -5.2 (DSC-5.2)**

**FIRMS IN THE GLOBALISING WORLD**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

<b>Course Title and Code</b>	<b>Total Credits</b>	<b>Lectures</b>	<b>Tutorial</b>	<b>Practical</b>	<b>Eligibility criteria</b>	<b>Pre-requisites of the course</b>
Firms in the Globalizing World (DSC-5.2)	4	3	1	0	Class XII	Nil

**Learning Objectives:** Globalization since the early 1990s has created a connected world and many firms participate in cross-border activities assisted by acceleration in the access to information and communication technology and the internet. This paper covers topics in contemporary international business comprising trade theory, trans-national corporations and their choice of the host country and entry modes. It covers the theoretical and empirical issues in trade and investment and risks of international business. The students will conceptually understand these topics and will also follow case studies. The course also brings out the consequences of globalization and internationalization of value chains for firms and the functioning of the international monetary and financial system including the determination of exchange rates, currency risks and financial crises.

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

- Understand how and why firms internationalize in a globalized world. They will be able to appreciate the differences in the business environments in the domestic economy and in the foreign location.
- Understand the basis of trade and why firms locate production activity abroad either in full or in a segmented manner through value chains and learn about trade barriers and trade costs faced by firms when they enter the international market.
- Appreciate the pros and cons of economic integration in the context of international monetary and trade institutions. The students will also understand the basics of exchange rate determination, the international capital market and global financial crises.

**Unit I.** Globalization: Phases and dimensions of globalization and consequences of participation in the international economy, globalization of markets and firms, internationalization of value chains and cultural and ethical challenges in international business. Risks in international business. Causes and Types of country risks. Managing country risks. Opportunities and challenges of doing business in emerging markets. Role of the WTO, IMF and WB. (10 hours)

**Unit II.** International Trade and Investment, Comparative and competitive advantage, The strategies of internationalizing firms to gain and sustain competitive advantage. Economies of scale and new trade theories. Gains from trade. Difference between inter and intra-industry trade.

Building a global firm and market entry strategies of a Transnational Firm - FDI and GVCs. Outsourcing, global sourcing, offshoring, re-shoring and supply chain management. Benefits and Risks. Types of FDI (Greenfield /brownfield (M&A)), choice of the host country and modes of entry. Risks, challenges and successful strategies of FDI into and from emerging markets.

(15

hours)

**Unit III.** Government intervention in international trade and investment: Causes, types and effects - tariffs, quotas, VRS, Subsidies, LCRs, etc. Firm-response to intervention - FDI - (horizontal and vertical), GVCs. Reasons for and benefits of Economic Integration - customs unions, FTAs/RTAs - trade creation and diversion. Examples - EU, NAFTA, RECP.

(10 hours)

**Unit IV.** International Monetary and Financial system: Foreign exchange market and Exchange rate determination - Asset market approach and the purchasing power parity approach, currency risks, capital flight and speculation. Exchange rate pass through and the J-curve effect of currency depreciation/appreciation. Modern Exchange rate regimes. Global financial system and monetary institutions and global financial crises.

(10 hours)

### **Practical Exercises:**

**The learners are required to:**

1. Discussion - The role of cultural differences in the MNCs' decision to enter a host country market? The students can study different multinationals in the fast-food sector, in the automobile sector and in the consumer goods sector and see how they have altered their strategy in host countries and comment on its success/failure in doing so. (Unit 1).
2. Discussion - Highlight the role of various factors in the success of IT exports from India. (Unit 2).
3. Group Presentation - The class can be divided into groups and asked to make a presentation of various FTAs and the European Union to discuss the benefits and costs of economic integration. (Unit 3).
4. Fieldwork-based exercises - Use the examples of smart phones and automobiles/auto-components to understand the meaning of value chains. (Unit 1 & 3).
5. Group projects based on data collection from the internet - Study India's export-import structure and compare it with the structure of the BRICS. Is India's export structure in line with the trade theories studied? (Unit 1).

6. Project - Compare and contrast the causes of the various currency crises since the 1990s across Asia and Latin America. Use the data on current account balance and the exchange rates from the internet to see whether phases of rupee depreciation in India coincide with phases of an improvement in India's current account balance. Do you see a lagged effect? (Unit 4).

7. Group projects based on data collection from the internet - Collect data on the ease of doing business from the World Bank website and compare India with China and other emerging markets. (Unit 1).

### **Suggested Readings:**

1. Cavusgil, S. T., Knight, G. and Riesenberger, J. (2020). *International Business: The New Realities*. Fifth edition (Global edition). London: Pearson.
2. Salvatore, D. (2013). *International Economics*. Eleventh Edition. USA: Wiley.

### **Additional Reading:**

Krugman P. R., Obstfeld, M. and Melitz, M. J. (2018) *International Economics: Theory and Policy*. (11<sup>th</sup> edition). Pearson.

### **Notes:**

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

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**B.A. (VS) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC CORE COURSE -5.3 (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		
<b>Basics of Financial Management DSC-5.3</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**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) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -5.1 (DSE-5.1)**  
**Brand 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		
<b>Brand Management</b> <b>(DSE-5.1)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objective:**

The course aims to make student aware of brands, their evolution, extensions, brand Management strategies and its practical implications for business. The course shall focus on developing skills to devise strategies for brand positioning and equity in the market.

**Learning Outcomes:**

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

1. recognise the conceptual framework of brands.
2. observe the importance of brand positioning.
3. design marketing programmes.
4. describe the importance of brand equity.
5. discuss recent issues in branding.

**Unit 1: Introduction**

**9 Hours**

Introduction to Brands and Brand Management, Concept of a Brand, evolution of a Brand, Challenges and Opportunities, Brand Identity, Brands and Consumers, IMC: Evolution and Growth-

**Unit 2: Brand Positioning**

**9 Hours**

Brand Building, Identifying and Establishing Brand Positioning and values, Brand Repositioning, Life stages of a Brand, Brand Personality, Brand Image.

**Unit 3: Designing Marketing Program**

**11 Hours**

Strategic Brand Management Process, Designing and implementing brand strategies, Contemporary Strategies: storytelling, Internet and Social Media, Brand Extensions, Brand

reinforcement strategies, Brand Portfolio Management, Integrating Advertising with Brand Management.

**Unit 4: Brand Equity****11 Hours**

Customer based Brand Equity, Measuring and Interpreting Brand Performance: brand equity Management System, New Media Environment: Brands amplifiers, Growing and Sustaining Brand Equity.

**Unit 5: Recent Issues in Branding****5 Hours**

Managing Strong Brands, Brand Ladder, Country Branding, Global Brand Strategy, Managing Brands over time, Brand Audits, Managing Brands in Digital Era. Legal and Ethical aspects in Brand Management.

**Note:** Case studies may be discussed in every unit, where ever possible to supplement the subject matter.

**Practical Exercises**

The learners are required to:

1. discuss the evolution of any popular brand.
2. analyse the brand positioning strategy of any popular brand.
3. design marketing programmes for any hypothetical firm.
4. discuss the brand equity of any popular product/service.
5. analyse case studies on emerging issues in branding.

Note: These are indicative in nature and scope.

**Suggested Readings:**

- Aaker, D. A., & Joachimsthaler, E. (2009). *Brand Leadership*. Simon & Schuster.
- Beverland, M. (2021). *Brand Management: Co-creating Meaningful Brands* (2<sup>nd</sup> ed.). SAGE Publications.
- Chernev, A. (2020). *Strategic Brand Management* (3<sup>rd</sup> ed.). Cerebellum Press.
- Cowley, D. (1991). *Understanding Brands*. Kogan Page.
- John, D. R., & Torelli, C. J. (2017). *Strategic Brand Management: Lessons for Winning Brands in Globalised Markets* (1<sup>st</sup> ed.). Oxford University Press.
- Keller, K. L., Swaminathan, V., Parameswaran, A. M. G., & Jacob, I. C. (2020). *Strategic Brand Management: Building, Measuring and Managing Brand Equity* (5<sup>th</sup> ed.). Pearson Education.
- Miller, D. (2017). *Building a Story Brand: Clarify Your Message so Customers Will Listen*. Harper Collins Leadership.
- Parameswaran, M. G. (2006). *Building Brand Value*. McGraw Hill Education.
- Temporal, P. (2019). *Advanced Brand Management* (3<sup>rd</sup> ed.). Harriman House.

**Notes:**

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

**B.A. (VS) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE – 5.2 (DSE-5.2)**

**Export-Import 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		
<b>Export-Import Management (DSC-4.3)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objective:** The course aims is to develop an understanding and build knowledge on the key aspects of export-import management in India and enabling students to become export professionals and entrepreneurs in the fast-changing global environment.

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

1. analyse the basics of export-import management in India.
2. recognise the export-import procedure.
3. evaluate various export incentives and schemes designed for business firms and exporters.
4. discuss the legal framework of custom law.
5. discuss Government schemes to promote export competitiveness.

**Unit 1: Basics of Export-Import Management:**

**11 Hours**

An overview of Foreign Trade Policy; An overview of export-import management system in India; Deemed exports; Importance of exports to economic growth; Understanding Export--Import Operations; Steps of export shipment from India; Processing of an Export Order; Legal Formalities for Getting Started in Foreign Trade; International Commercial (INCO) Terms 2020; Rules of Origin & Certificates of Origin;

**Unit 2: Export-Import Procedure and Documentation:**

**9 Hours**

EXIM procedure; Export Documents related to goods, shipment and payment; Import documents used in import transaction; Export and Import through Post & Courier. Export finance: pre-shipment and post-shipment;

**Unit 3: An Overview of Export Promotion Schemes and Organisational Support**

**9 Hours**

Niryat Bandhu Scheme, MEIS, SEIS, Information on Registered Exporter (REX) System, SCOMET guidelines; Export Incentives: Scheme For Remission of Duties or Taxes on Export

Products (RoDTEP), Scheme For Rebate of State and Central Taxes and Levies (RoSCTL); Export Promotion Capital Goods (EPCG); Organisational support: government regulatory agencies involved in export and import i.e. Department of Commerce and Industry, Directorate General of Foreign Trade (DGFT), Directorate General of Trade Remedies (DGTR), Export Promotion Councils, Commodity Boards and Export Inspection Council (EIC).

#### **Unit 4: Legal framework of Custom Law:**

**9 Hours**

Indian Customs Electronic Gateway (ICEGATE); Indian Customs EDI System (ICES); Procedure for clearance of imported and export goods.

#### **Unit 5: Make in India and Export Competitiveness:**

**7 Hours**

NITI's Aayog Export Preparedness Index, 2020 – Policy, Business Ecosystem, Export Ecosystem, Export Performance, Learning and strategies; Emerging export entrepreneurs in India; Micro Exporters Policy (MEP).

#### **Exercises:**

The learners are required to:

1. prepare flow-chart of export-import management system in India by accessing the steps prescribed by DGFT.
2. access the DGFT website and if possible, interact with officials of DGFT for an in-depth and practical understanding of export import management and export finance.
3. make field visits to various Export Promotion Councils (EPC) for goods and services established by the Department of Commerce and Industry, GOI.
4. access the ICEGATE and ICES portal on FAQ to understand the legal framework of custom law.
5. prepare case studies on emerging exporters in India and learn the contribution of Make in India initiative in export promotion through survey reports and government decisions.

#### **Suggested Readings:**

- Central Board of Indirect Taxes & Customs (2018). *Custom Manual. Central Board of Indirect Taxes & Customs*. Department of Revenue, Ministry of Finance (Government of India).
- Gupta, P. (2020). *Export Import Management*. Tata McGraw Hill.
- Joshi, R. M. (2018). *International Marketing*. Oxford University Press.
- Lall, M., & Ahmed, S. (2021). *Export-Import Procedure and Documentation*. Sultan Chand & Sons, New Delhi.
- NITI Aayog (2020). *Export Preparedness Index*. Government of India.
- Paul, J., & Aserkar, R. (2008). *Export Import Management*. Oxford University Press.
- Singh, R. (2020). *Export and Import Management: Text and Cases*. Sage Publishing.

**Important Web links:**

- <https://www.dgft.gov.in/CP/?opt=export-management-system>
- <https://www.dgft.gov.in/CP/?opt=import-management-system>
- [https://www.icegate.gov.in/about\\_icegate.html](https://www.icegate.gov.in/about_icegate.html)
- [https://cip.icegate.gov.in/CIP/#/import\\_and\\_export\\_through\\_post](https://cip.icegate.gov.in/CIP/#/import_and_export_through_post)
- [https://cip.icegate.gov.in/CIP/#/import\\_and\\_export\\_through\\_courier](https://cip.icegate.gov.in/CIP/#/import_and_export_through_courier)
- <https://www.youtube.com/watch?v=3lxRK76JwH4>
- <https://www.youtube.com/watch?v=eq2WRACDMfw>
- [https://www.youtube.com/watch?v=dUpVkNGA\\_q0](https://www.youtube.com/watch?v=dUpVkNGA_q0)

**Notes:**

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

**B.A. (VS) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -5.3 (DSE-5.3)**

**Business Tax Procedures 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		
<b>Business Tax Procedures and Management (DSE-5.3)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objective:** The course aims to provide knowledge of provisions pertaining to income tax procedures with a view to equip students with effective tax management skills.

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

1. analyse the provisions of payment of tax in advance, deduction of tax at source and computation of tax, interest and fee payable to / by government;
2. recognise various Income Tax authorities and return of income;
3. describe the assessment procedures and filing of appeals;
4. discuss the provisions dealing with penalties and prosecutions, and search, seizure and survey; and
5. evaluate the concept of GAAR and conditions for levy of Securities Transaction Tax.

**SYLLABUS OF DSE- 5.3**

**Unit 1: Advance Payment of Tax and Collection and Recovery of Tax** **18 Hours**

Advance payment of Tax; Tax deduction/ collection at source: Provisions, documentation, returns and Certificates; Interest payable by assessee/ Government; Collection and recovery of Tax.

**Unit 2: Administration and Return of Income** **5 Hours**

Income Tax authorities; Return of income.

**Unit 3: Assessment and Appeals** **9 Hours**

Assessment, re-assessment and rectification of mistakes; Appeals and revisions; Preparation and filing of appeals with appellate authorities.

**Unit 4: Penalties and Prosecutions** **9 Hours**

Penalties and Prosecutions; Provisions relating to undisclosed income/ investment; Search, seizure and survey.

### **Unit 5: GAAR, Securities Transaction Tax, TAN and TIN**

**4 Hours**

Transactions with persons located in notified jurisdictional area; General anti-avoidance rule (GAAR); Tax clearance certificate; Securities transaction tax; TAN (Tax Deduction and Collection Account Number); TIN (Tax Information Network).

#### **Exercises:**

The learners are required to:

1. illustrate the concepts and features of assessment of profits and gains of proprietorship, Doctor, Advocate and Chartered Accountant as individual assessee.
2. prepare a presentation explaining the return of Income.
3. illustrate the filing of appeals with appellate authorities.
4. discuss case studies on Penalties and prosecutions related to Business Tax Procedures and Management.
5. prepare case studies related to general anti-avoidance rules.
6. check transaction rules with a person residing United States of America and importance of GAAR, TAN and TIN.

#### **Suggested Readings:**

##### **References:**

- Ahuja, G. and Gupta, R. (2023). *Corporate Tax Planning*. Delhi; Commercial Law House.
- Singhania, V. K., and Singhania, M. (2023). *Corporate Tax planning & Business Tax Procedures*. New Delhi; Taxmann Publications Pvt. Ltd.
- Ahuja, G., and Gupta, R. (2023). *Systematic Approach to Income Tax*. Delhi; Bharat Law House.
- Bajpai, O. S. (2023). *Search. Seizure and Survey*. New Delhi; Taxmann Publications Pvt. Ltd.

##### **Additional Sources:**

- *Current Tax Reporter*. Jodhpur.
- *Income Tax Reports*. Chennai; Company Law Institute of India Pvt. Ltd.
- *Corporate Professionals Today*. New Delhi; Taxman.

#### **Notes:**

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

**B.A. (VS) Small and Medium Enterprises  
Semester V**

**PUBLIC POLICY AND GOVERNANCE**

**DISCIPLINE SPECIFIC ELECTIVE COURSE -DSE 5.4**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre- requisite of the course
Public Policy and Governance  DSE – 5.4	4	3	1	0	Class XII	Nil

**Learning Objectives:** This course is designed to provide working knowledge of policy making actors and processes. It will provide knowledge on good governance and governing agencies at different levels. It explains basic concepts of Public policy and governance. The course also provides a comprehensive view of major Public policies and discusses the role of the state in the economy. It also discusses the role of public policy and governance in the globalized world. It analyses various policies adopted by Indian government for socio economic development of the country.

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

- Recognise the essential elements of public policy and governance.
- Identify and describe principles of Governance and the process of public policy making.
- Demonstrate an understanding of various economic and financial policies of the government and will be able to understand its impact on the people.
- Use the theoretical knowledge provided by the paper to analyse India government's policy decisions and their impact on society and the economy.
- Understand and evaluate changes in public policy in a globalizing world

**Unit 1:** Nature, Scope and Importance of Public Policy, Instruments of public policy, Theories of Public Policy Making, good governance: Agency theory, Principles of good governance.

**(12 hours)**

**Unit 2:** The economics and Finance of Public Policy, Fiscal Policy, Monetary Policy, Budget Process, Macroeconomic policy.

**(12 hours)**

**Unit 3:** Globalization and Public Policy, Transnational Actors: Impact on Public Policy Making, Impact of Globalization on Policy Making, Global governance system: UN, World Bank, IMF, WTO

**(12 hours)**

**Unit 4:** Governance and Public Policy in India, Public policy for socio economic development: NREGA, NRHM, Grass root governance, e-governance, Reforming Institutions: The State, Market and Public domain

**Practical Exercises:**

**The learners may do the following:**

1. Organize classroom debates on public policies, the Role of the state etc
2. Design a policy blueprint in a group of two to four. The students may choose the topic in consultation with the course instructor, and the policy can be presented in class for discussion.
3. Conduct mock Youth Parliament debate. The topic may be assigned by the course instructor.
4. Visit the local governing body (Panchayat/Municipal body) to understand its' functioning and role in public life.

**Suggested Readings:**

- Anderson, J. E., Moyer, J., & Chichirau, G. (2022). *Public policymaking*. Cengage Learning.
- Ayyar, R. V. (2009). *Public policymaking in India*. Pearson Education India.
- Birkland, T. A. (2019). *An introduction to the policy process: Theories, concepts, and models of public policy making*. Routledge
- Chakrabarti, R & Sanyal, K (2017). *Public Policy in India*. Oxford University Press.
- Puri, V.K.& Misra, S.K (2022). *Indian Economy*. Himalaya Publishing House.
- Singh, A.P. & Murari, K. (2018). *Governance: Issues and Challenges*. Pearson

**Notes:**

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

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**B.A. (VS) Small and Medium Enterprises  
Semester V  
DISCIPLINE SPECIFIC ELECTIVE COURSE -5.5 (DSE-5.5)  
Business 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		
<b>Business Laws</b>  <b>DSE 5.5</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:**

To impart basic knowledge of the important business laws relevant for the inception and conduct of general and business activities with relevant case laws.

**Learning Outcomes:**

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

1. apply the basic aspects of contracts vis-à-vis agreements and subsequently enter into valid business propositions.

2. describe various modes of discharge of contract and remedies available in case of breach.
3. compare and contrast between different type of special contracts.
4. examine the rights and obligations under the Sale of Goods Act.
5. explain the procedure related to Issue of digital signature.
6. demonstrate skills to form and manage entrepreneurial ventures as LLP.

### **Unit 1: The Indian Contract Act, 1872**

**9 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. Modes of discharge of contract.

### **Unit 2: Remedies for Breach and Special Contracts**

**9 hours**

Breach of contract; Remedies for breach of contract, Contracts of Indemnity and Guarantee; Contracts of Bailment and Pledge; Contract of Agency.

### **Unit 3: The Sale of Goods Act, 1930**

**9 hours**

Contract of sale; Meaning and the difference between a sale and agreement to sell; Conditions and Warranties; Transfer of ownership in goods including sale by non-owners; Performance of the Contract of Sale; Unpaid seller – meaning and rights of an unpaid seller against the goods.

**Unit 4: The Information Technology Act, 2000****9 hours**

Definitions under the Act. Digital signature. Electronic governance. Attribution, acknowledgement, and dispatch of electronic records. Regulation of certifying authorities. Digital signatures certificates. Duties of subscribers under the Act. Penalties and adjudication. Offences as per the Act.

**Unit 5: The Limited Liability Partnership Act, 2008****9 hours**

Salient Features and Nature of LLP; Small LLP; Difference between LLP and Partnership, LLP and Company; LLP Agreement; Incorporation Document; Incorporation by registration; Registered office of LLP and change therein; Change and Rectification of the name of LLP; Partners and Designated Partners: Partners and their Relations; Extent and limitation of liability of LLP and partners; Whistle blowing; Conversion into LLP.

**Exercises:**

The learners are required to:

1. identify components of valid contracts present in the rent agreement/sale deed/appointment letters used or seen in day-to-day life.
2. identify and enumerate types of damages in case of breach of contract under different real life situations.
3. prepare a list of gratuitous and non-gratuitous bailment contracts entered in daily life.
4. analyse some case studies where 'caveat emptor' is applicable.
5. explore the procedure for issue of digital signature.
6. examine RUN form and FiLLip web form from notification on MCA portal and enlist the mandatory fields for LLP.

**Suggested Readings:**

- Bhushan, B., Kapoor, N. D., Abbi, R., & Kapoor, R. (2020). *Elements of Business Laws*. Sultan Chand.
- Dagar, I., & Agnihotri, A. (2020). *Business Laws*. Sage Text book.
- Jagota, R. (2021). *Business Laws*. MKM Publishers Scholar Tech Press.
- Kuchhal, M. C., & Kuchhal, V. (2023). *Business Laws*. Vikas Publishing House.
- Maheshwari, S. N., & Maheshwari, S. K. (2017). *A Manual of Business Laws*. Himalaya Publishing House Pvt. Ltd.
- Sharma, J. P., & Kanojia, S. (2018). *Business Laws*. Bharat Law House Pvt. Ltd.
- Singh, A. (2008). *The Principles of Mercantile Law*. Eastern Book Company.
- Sulphrey, M. M., & Basheer, A. (2014). *Laws for Business* (5<sup>th</sup> ed.). PHI Learning.
- Tulsian, P. C. (2000). *Business Law*. Tata McGraw Hill.

**Notes:**

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

**B.A. (VS) Small and Medium Enterprises**  
**Semester V**  
**GENERAL ELECTIVE COURSE -5.1 (GE-5.1)**

**Launching a New Venture**

**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		
<b>Launching a New Venture (GE-5.1)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives**

The purpose of this paper is to acquaint students with various opportunities to establish and launch a new venture with identifying the entrepreneurial opportunity.

**Learning Outcomes**

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

1. demonstrate entrepreneurial opportunities and create business ideas.
2. analyse and conduct feasibility study of business proposals.
3. describe the formation of new ventures and recognise its legal aspects.
4. recognise the significance of human resource and strategic planning.
5. discuss various stages of financing for a business venture.

**Unit 1: Entrepreneurial Opportunities and Business ideas**

**9 Hours**

Innovation and Creativity: Meaning and types of Innovations; Meaning and role of creative thinking in generating Innovative ideas.

Entrepreneurial Opportunities and Business Ideas: Meaning, nature and Identification of Entrepreneurial Opportunities; Meaning, nature and Techniques of generating Business Ideas; Difference between Entrepreneurial Opportunities and Business Ideas

**Unit 2: Feasibility Study**

**9 Hours**

Market Feasibility: Customer Analysis; Pricing Decision; Sales Forecast and Sales Distribution; Competition Analysis, Financial Feasibility: Concepts of startup (project) costs, operating costs; introduction to sources of finance; introduction of various financial statements, Technological Feasibility: Product/Service Feasibility

**Unit 3: Business Formation****9 Hours**

Meaning and process of formation of Sole Proprietorship, Partnership, Limited Liability Partnership, Company (including Section 8 company and One Person Company) and Non-Governmental Organizations (NGO), Legal Aspects-Intellectual Property Protection: Patents, Copyrights, Trademarks.

**Unit 4: Human Resource and Strategic Planning****9 Hours**

Team building and Networking, Management Strategies; Competitive Strategy, Corporate Strategy; Business Strategy, Functional Strategy and Operating Strategy, Business Plan.

**Unit 5: Business Scalability and Growth****9 Hours**

Financing through Pitching, Financing Stages: Self-funding, Seed capital, Business Incubators and Facilitators, Angel Investors, Banks, Venture Capitalists, Initial Public Offering (IPO), Strategies for Growth-Acquisition, Mergers, Franchisee, Diversification, Market Segmentation, Market Penetration, Market Development, Product Development, Internationalization.

**Suggested Case Studies:**

- Swiggy- Foodtech Startup
- Flipkart- E-Commerce Startup
- ByJu's – Education tech Startup
- PayTm- Fintech Startup
- Dream 11- Gaming Startup
- Ola- Mobility Startup
- OYO- Hospitality Startup
- Meesho- e-commerce Startup
- Nykaa- e-commerce Startup

**Exercises:**

The learners are required to:

1. create a plan to start own business. The plan should highlight the capital requirements, scale of operations, etc. Discuss the most suitable form of business applicable in this case and justify the same highlighting the advantages and disadvantages of their choice.
2. for the plan created in the above exercise, conduct a feasibility study.
3. identify the legal aspects that would be relevant for the devised plan.
4. identify the human resources needed for the above plan. Also, elaborate on various aspects of strategic planning.
5. discuss various stages of financing for certain popular business ventures.

**Suggested Readings:**

- Holt, D. H. (1992). *Entrepreneurship: New venture creation*. Uttar Pradesh, India: Pearson Education India.
- Allen, K. R. (2015). *Launching new ventures: An entrepreneurial approach*. United States: Southwestern College Publishing.
- Bansal, S. (2020). *New Venture Planning*. New Delhi, India: JSR Publishing House.
- Timmons, J. A. (1990). *Planning and financing the new venture*. Baltimore, United States: Brickhouse Publishing Company.
- Kaplan, J. M., & Warren, A. C. (2009). *Patterns of entrepreneurship management*. New Jersey, United States: John Wiley & Sons.
- Zimmerer, T. W., & Scarborough, N. M. (2005). *Essentials of Entrepreneurship and Small Business Management*. United States: Pearson.

<https://www.projectmanager.com/training/how-to-conduct-a-feasibility-study>

**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) Small and Medium Enterprises**  
**Semester V**  
**GENERAL ELECTIVE COURSE -5.2 (GE-5.2)**

**Management of Small Business Enterprises**

**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 of Small Business Enterprises GE-5.2	4	3	1	-	12 <sup>th</sup> Pass	Nil

**Learning Objectives:**

The purpose of this course is to acquaint the students with the basic knowledge of managing a small enterprise.

**Learning Outcomes:**

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

1. discuss managerial issues in small enterprises.
2. analyse the significance of having appropriate capital structure mix in the organisation.
3. interpret and construct an influential marketing plan.
4. analyse and realize the significance of having right mix of employees in the organisation.
5. demonstrate the process of planning for management succession.

**Unit I: Managerial Issues concerning Small Enterprises**

**9 Hours**

Entrepreneurial style of management; Sole proprietorship and partnership, limited liability, partnership; Registration process; Government tax pattern (brief overview); Strategic management & entrepreneur- enterprise age and managerial strategies; Building competitive advantage.

**Unit II: Managing the Capital Structure**

**9 Hours**

Funding-own savings, family/friends & relatives; Banks/lending institutions; Banking habits-crossing of cheques, utility of overdraft facility etc.; Equity vs. Debt- financing-venture capital, angel funds; Capital mix-short term and long term capital sources; Factors determining efficient capital structure.

**Unit III: Building a Powerful Marketing Plan****9 Hours**

Building a guerrilla marketing plan, pin pointing the target market, plotting a guerrilla marketing strategy; Building a competitive edge; E-Commerce and entrepreneur.

**Unit IV: Leading the Growing Enterprise****9 Hours**

Leadership in the new economy, Hiring the right employees; Building right organisational culture and structure; Challenge of motivating workers.

**Unit V: Planning for Management Succession****9 Hours**

Planning the management/leadership succession in the enterprise (Case studies of management style of efficient institutions).

**Note: Case studies may be used in teaching various units.**

**Exercises:**

**The learners are required to:**

1. discuss important managerial issues for any small enterprise.
2. study the capital structure mix of any organisation. Critically evaluate the same.
3. design a marketing plan for any hypothetical start up.
4. study the human resource mix of any organisation. Critically evaluate the same.
5. discuss case studies management succession.

**Suggested Readings:**

- Berger, B. (Ed.). (1991). *The culture of entrepreneurship* (pp. 1-12). San Francisco, United States: Ics Press.
- Chhabra, T. N. (2009). *Entrepreneurship development*. Delhi, India: Sun India.
- Kaplan, J. M., & Warren, A. C. (2003). *Patterns of entrepreneurship*. Hoboken, United States: John Wiley & Sons, Incorporated.
- Prasad, L. M. (2004). *Business Policy: Strategic Management*. Delhi, India: Sultan Chand & Sons.
- Zimmerer, T. W. & Scarborough, N. M. (2005). *Essentials of Entrepreneurship and Small Business Management*. United States: Pearson.

**Notes:**

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

# SEMESTER- VI

**B.A. (VS) Small and Medium Enterprises**  
**Semester V**  
**DISCIPLINE SPECIFIC CORE COURSE -6.1 (DSC-6.1)**

**Contemporary Environment of MSMEs**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>Contemporary Environment of MSMEs (DSC-6.1)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:** The objectives of the paper are to:

1. understand the impact of LPG in MSMEs.
2. learn the general provisions of MSMEs Act, 2006 and also learn the procedure for filing the memorandum (Udyam Registration).
3. know the evolution of entrepreneurship in rural India, entrepreneurial competencies, challenges for rural entrepreneurs, framework for rural youth empowerment through entrepreneurship, and the Government and legislative intervention in promoting rural entrepreneurship.
4. comprehend the role, challenges and opportunities for Women Entrepreneurship and to know various livelihood supports for women employment opportunities.
5. explore the opportunities and challenges for small businesses aspiring for creating international business.

**Learning Outcomes:**

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

1. explain the impact of LPG in MSMEs.
2. appraise the general provisions of MSMEs Act, 2006 and also learn the procedure for filing the memorandum (Udyam Registration).
3. describe the evolution of entrepreneurship in rural India, entrepreneurial competencies, challenges for rural entrepreneurs, framework for rural youth empowerment through entrepreneurship, and the Government and legislative intervention in promoting rural entrepreneurship.
4. examine the role, challenges and opportunities for Women Entrepreneurship and to know various livelihood supports for women Employment opportunities.
5. identify the opportunities and challenges for small businesses aspiring for creating international business.

**Unit 1: Introduction****7 Hours**

Impact of Liberalization, Privatization and Globalization on Contribution of MSMEs in economic development of India, MSME competitiveness, Lean manufacturing for MSMEs' competitiveness, Need and Indicators for professional management of small business in India, Branding and Marketing Strategies for MSMEs, Advantages of SMEs in managing quality control, social responsibilities of small business owners.

**Unit 2: MSME Development Act, 2006****8 Hours**

Meaning of MSMEs, Advantages and Disadvantages, the MSME Development Act 2006: salient features, objectives, Definitions/Classification of MSME (both, manufacturing and services), Procedure for filing the memorandum (Udyam Registration), Overview and Performance of MSMEs. Programme and Policies for MSMEs.

**Unit 3: Rural Entrepreneurship****9 Hours**

Rural Entrepreneurship, Evolution of Entrepreneurship in Rural India, Types of Rural Entrepreneurship, Entrepreneurial Competencies, Challenges for rural entrepreneurs, Importance of rural entrepreneurship, Framework for rural youth empowerment through entrepreneurship, Government and legislative intervention in promoting rural entrepreneurship: Skill India, Ease of Doing Business, KVIC and MSME-Development Institutes, Small Industries Credit and SIDBI.

**Unit 4: Women Entrepreneurship****9 Hours**

Concept, Significance of women entrepreneurship, Factors contributing to women entrepreneurship, Features, Challenges faced by women entrepreneurs, Growth of Women Entrepreneurship, Entrepreneurship in sectors like Agriculture, Tourism, Health care, Transport and allied services, Achievements of Women Entrepreneurs, Women Employment Opportunities: Rural Credit and SHGs.

**Unit 5: International Entrepreneurship****12 Hours**

Nature of international entrepreneurship, Importance of international business to the firm, International Vs Domestic entrepreneurship, Stages of economic development, Institutional support for new ventures: Supporting Organizations, Incentives and Facilities, Financial Institutions and Small Businesses, Political, Legal, Cultural and Technological Environment, Strategic issues in International Entrepreneurship, WTO regime: GATT, GATS; Barriers to International Trade- Protectionism, Regional Trade Blocs; Entrepreneurial entry into International Business: Exporting, Licensing, Turnkey projects, Joint Ventures, Management Contracts, and Foreign Investment.

**Exercises:**

The learners are required to:

1. critically evaluate the impact of LPG on MSMEs. (Unit 1)

2. assess the provisions of MSMEs Act, 2006 and give suggestions if any of the provisions of the Act require immediate revision. (Unit 2)
3. explain, how the rural entrepreneurship can contribute to the economic development of our country. (Unit 3)
4. assess role of ministries in promoting and developing MSMEs. (Unit 3)
5. explain the role and significance of women entrepreneurship. Also explain the steps that government should take to promote women entrepreneurs in India. (Unit 4)
6. compare the domestic business environment with the international business environment. (Unit 5)

### **Suggested Readings:**

- Baumbach, C. M., & Mancuso, J. R. (1987). *Entrepreneurship and Venture Management*. Prentice Hall. (Units I to V)
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). *International Business: Environments & Operations*. Pearson. (Units I to V)
- Drucker, P. F. (2006). *Innovation and Entrepreneurship*. Harper Collins. (Units I to V)
- Hisrich, R. D., Pters, M. P., & Shepherd, D. A. (2018). *Entrepreneurship*. McGraw-Hill. (Units I to V)
- Khanka, S. S., & Gupta, C. B. (2022). *Entrepreneurship and Small Business Management*. Sultan Chand & Sons. (Units I to V)
- Sexton, D. L., & Smilor, R. W. (1986). *The Art and Science of Entrepreneurship*. Ballinger Pub. Co.

### **Additional Resources:**

- Annual Report (Latest), Ministry of Micro, Small and Mediums Enterprises.
- FICCI-Grant Thornton Report India, (2013) “Integrating MSMEs with global value chain”, <http://www.ficci.com/spdocument/20249/Grant-Thornton-FICCI-report.pdf>
- Ravi S., (2009) “Entrepreneurship Development in Micro Small and Medium Enterprise Sector in India”, [http://www.isb.edu/faculty/shamika/MSME%20chapter\\_Shamika%20Ravi.PDF](http://www.isb.edu/faculty/shamika/MSME%20chapter_Shamika%20Ravi.PDF)
- [www.msme.gov.gov.in](http://www.msme.gov.gov.in)
- [www.dcmsme.gov.in](http://www.dcmsme.gov.in)
- [www.rbi.org.in](http://www.rbi.org.in)
- [www.crisil.com](http://www.crisil.com)

### **Notes:**

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

**B.A. (VS) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC CORE COURSE -6.2 (DSC-6.2)**

**Management Accounting**

**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		
<b>Management Accounting (DSC-6.2)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

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

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

1. examine the conceptual framework of Management Accounting and identify the differences between various forms of accounting.
2. analyse budgetary control system as a tool of managerial planning and control
3. evaluate the standard costing system as a tool of managerial control.
4. recognise the concept of marginal costing and cost-volume-profit analysis.
5. analyse techniques of decision making.
6. discuss the concept of responsibility accounting and performance measurement.

**Unit1: Introduction to Management Accounting**

**4 Hours**

Meaning, objectives, nature and scope of management accounting, Difference between different forms of accounting- Cost, Financial and Management accounting, Cost control and Cost reduction.

**Unit 2: Budgetary Control and Standard Costing Systems**

**18 Hours**

- (a) Budgeting and Budgetary Control:** Concept of budget, budgeting and budgetary control; objectives, merits and limitations; Functional Budgets; Fixed and Flexible budgeting; An overview of different approaches to budgeting (Zero base budgeting, Performance budgeting and Programme budgeting)
- (b) Standard Costing and Variance Analysis:** Meaning of standard cost and standard costing; advantages, limitations and applications; Variance Analysis–material, labour, overheads and sales variances. Control ratios.

**Unit 3: Marginal Costing****9 Hours**

Concept of marginal cost and marginal costing; Absorption versus Variable Costing: Distinctive features and income determination; Cost-volume-profit analysis; Break-even Analysis-Statements, mathematical and graphical approaches; Profit-volume ratio, angle of incidence, margin of safety, key factor, determination of cost indifference point.

**Unit 4: Decision Making****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, sell or process further, operate or shut down and Pricing decisions.

**Unit 5: Performance Measurement****5 Hours**

Responsibility Accounting: Concept, Significance, Different Responsibility Centres; Divisional Performance Measurement: Financial and Non-Financial measures;

**Note: Spread sheet may be used for doing basic calculations in Management Accounting and giving students subject related assignments for their internal assessment purposes.**

**Exercises:**

The learners are required to:

1. discuss differences between various forms of accounting.
2. prepare different types of budgets.
3. apply the concept of zero base budgeting on a select firm by collecting relevant data.
4. visit any manufacturing unit and study the relevance of marginal costing.
5. compute variances and perform analysis.
6. perform cost-volume-profit analysis.
7. compute the foreign export sales price for a domestic firm engaged in manufacturing goods/services.
8. evaluate various decision-making techniques using case studies.
9. identify the responsibility centres of a pharmaceutical industry.
10. discuss case studies on divisional performance measurement.

**Suggested Readings:**

- Arora, M. N. (2022). *Management Accounting*. New Delhi; Himalaya Publishing House.
- Goel, R. K., & Goel, I. (2019). *Concept Building Approach to Management Accounting for B.Com(Hons.)*. Cengage.
- Maheshwari, S. N., & Mittal, S. N. (2019). *Management Accounting*. New Delhi; Shri Mahabir Book Depot.
- Singh, Surender. (2023). *Management Accounting*. New Delhi; PHI Learning Pvt. Limited.
- Singh, S. K. and Gupta, L. (2010). *Management Accounting: Theory and Practice*. New Delhi; A.K. Publications.
- Tulsian, P. C. & Tulsian, B. (2015). *Advanced Management Accounting*. New Delhi; S. Chand.

**Additional Readings:**

- Drury, Colin. (2007). *Management and Cost Accounting*. Thomson Learning.
- Horngren, Charles T., George Foster and Srikant M. Dattar. (2008). *Cost Accounting: A Managerial Emphasis*. New Delhi; Prentice Hall of India Ltd.
- Khan, M. Y. and Jain, P. K. (2021). *Management Accounting*. New Delhi; Tata McGraw Hill Publishing Co.
- Usry, Milton E. and Lawrence H. Hammer. (1988). *Cost Accounting: Planning and Control*. South Western Publishing Co.

**Notes:**

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2. **Examination scheme and mode as prescribed by the Examination Branch, University of Delhi, from time to time.**

**B.A. (VS) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC CORE COURSE - DSC-6.3**

**DIGITAL ECONOMY**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

<b>Course Title &amp; Code</b>	<b>Total Credits</b>	<b>Lectures</b>	<b>Tutorial</b>	<b>Practical</b>	<b>Eligibility criteria</b>	<b>Pre-requisite of the course</b>
Digital Economy (DSC-6.3)	4	3	1	0	Class XII	Nil

**Learning Objectives:** The course aims to familiarise the student with the economics of the digital goods and services, characterized by transient market behaviour, feedback mechanisms, international impact, global markets, many stakeholders, and technological dependencies never seen in any markets before. It will cover the complex ecosystem, logic of the structures of the digital economy and its outcomes - such as powerful companies & non-monetary pricing, ethical and legal aspects & insights into digital consumer behaviour.

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

- explain the structural peculiarities of the digital economy and the consequences for market structures and market outcomes.
- develop expedient solutions by identifying structural incentives using prevalent economic models and concepts.
- examine structural incentives underlying the digital economy and its alterations to achieve different outcomes.
- identify ethically desirable states and behaviours and examine how to achieve these via adequate incentive structures.
- explain the logic underlying global efforts to regulate the digital economy
- appraise the consequences and ethical implications of various business models and behaviours in the digital economy.

**Unit 1:** Introduction to the digital economy: Evolution and digital economy eco-system, digital goods and services, production and value creation models. (10 hours)

**Unit 2:** Fundamentals of digital economics: multi-sided platforms, network effects and positive feedbacks, path dependence, lock-in and switching costs, formation of monopolies in the digital economy, the “long tail”. (13 hours)

**Unit 3:** Digital markets: Stakeholders and relationships in digital markets, the layered internet model, competition, cooperation, and cooptation;  
 Digital business, strategy and innovation: Digital innovations, Business models, Strategic positioning. (12 hours)

**Unit 4:** Some legal developments: Digital Markets Act, Digital Services Act; Ethical challenges in the digital economy; challenges for the Digital payment systems, Challenges for society, Challenges for ethics. (10 hours)

### **Practical Exercises:**

#### **The learners are required to:**

1. make a group presentation on how digitization of the economy is impacting your neighbourhood. Search for news articles (2-3) and discuss how digitization influences the various sectors of the economy, the public sector and business domains. (Unit 1)
2. engage in a classroom discussion on the 5G systems and its linkage with the digital economy in India & globally. (Unit2)
2. prepare group presentations describing and discussing the eco-system for the Apple App store, Uber, or any other such platform. (Unit 3)
3. prepare a presentation on services offered in several market segments by any two-sided and multi-sided platform. (Unit 3)
4. engage in a group discussion on the business of streaming services and real-time online gaming with reference to net neutrality, resource sharing and network performance. (Unit 4)

#### **Suggested Readings:**

- Harald. Ø., & Audestad. J. A., (2021), *Intoduction to Digital Economics: Foundations, Business Models and the Case Studies* (2<sup>nd</sup> ed.). Sweden: Springer.
- Harald. Ø., & Audestad. J. A. (2018), *Digital Economics: How Information and Communication Technology is Shaping Markets, Businesses, and Innovation*, Scotts Valley: CreateSpace.
- Belleflamme, P., & Peitz M., (2015), *Industrial Organization: Markets and Strategies* (ch. 20-23). Cambridge: Cambridge University Press.

#### **Notes:**

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

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**B.A. (VS) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -6.1 (DSE-6.1)**

**Advertising**

**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		
Advertising DSE-6.1	4	3	1	-	12 <sup>th</sup> Pass	Nil

**Learning Objectives:**

The objective of this paper is to familiarize the students with concepts and techniques of advertising used in marketing.

**Learning outcomes:**

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

1. evaluate communication objectives behind advertising of various products and services.
2. describe advertising appeals, print and broadcast advertisement.
3. compare various advertising and media elements in the advertising decisions.
4. analyse the ethical and legal issues of advertising.
5. evaluate various advertising agencies.

**Unit 1: Introduction to Advertising**

**9 Hours**

Communication Process-basic and elements; Communication Response Hierarchy Models: AIDA Model, Hierarchy of Effects Model, DAGMAR Approach; Advertising: significance, types and objectives; Audience selection; Setting of advertising budget: determinants and major methods

**Unit 2: Message**

**9 Hours**

Advertising appeals; Advertising Copy: Elements of Print and Broadcast Advertisements.

**Unit 3: Media Decisions**

**9 Hours**

Major media types: merits and demerits; Factors influencing media choice; media scheduling.

**Unit 4: Advertising: Effectiveness**

**9 Hours**

Rationale of Measuring Advertising Effectiveness: Evaluating Communication and Sales effects; Pre and Post-testing techniques.

**Unit 5: Organizational Arrangements****9 Hours**

Advertising Agency: Role, types and selection

Social, ethical and legal aspects of advertising in India; Role of Advertising Standards Council of India (ASCI), Recent developments and issues in Advertising.

**Practical Exercises:**

The learners are required to:

1. perform a content analysis of various advertising campaigns to:
  - a. identify the objective of an advertisement forming part of an advertising campaign.
  - b. find out the target audience of a campaign.
  - c. prepare a report on various media options used in a campaign.
  - d. prepare a report on message strategy and copy elements used in the campaign.
2. instructor to assign a product and students to develop an advertising campaign for it.
3. group discussion on various advertising through internet
4. case study on Indian advertising agency
5. brief role of Advertising Standards Council of India (ASCI).

**Suggested Readings:**

- Belch, G. E., Belch, M. A., & Purani, K. (2009). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. New York; McGraw Hill Education. (Units I to V)
- Gupta, R. (2012). *Advertising Principles and Practice*. S. Chand Publishing. (Units I to V)
- Kapoor, N. (2022). *Fundamentals of Advertising- IInd Edition*. New Delhi; Cengage Learning India Pvt. Ltd. (Units I to V)
- Shah, K., & D'Souza, A. (2008). *Advertising and Promotions: An IMC Perspective*. New Delhi; Tata McGraw Hill Publishing Company Limited. (Units I to V)
- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi; Taxmann Publication. (Units I to V)

**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) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -6.2 (DSE-6.2)**

**Introduction to Industrial 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		
<b>Introduction to Industrial Laws DSE-6.2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:**

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. analyse the implications of employer-employee relations on effective organisational functioning
2. explain the scope and role of trade unions in today's context.
3. Implement 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. explain 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

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

1. explore power dynamics in the context of employer-employee relations in India by studying the case of any company of your choice.
2. Study the powers of trade unions in India by discussing the notable cases and visiting to some industrial area
3. Prepare a presentation on the significance of social security in an organisation of your choice with examples and cases
4. conduct survey of the current safety measures in the company and identify any gaps or areas for improvement.
5. Prepare presentation on 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.

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**B.A. (VS) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -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		
<b>Ethics and Corporate Governance (DSE-6.3)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

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

**B.A. (VS) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -6.4 (DSE-6.4)**

**Fundamentals of International 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		
<b>Fundamentals of International Business (DSE-6.4)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objective:** The course aims to impart the core body of knowledge in international business to the students. The course would introduce students to the international trading and investment environment and also create awareness about emerging issues such as outsourcing and sustainable development in the context of international business.

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

1. analyse the process of globalization and its impact on growth of international business.
2. evaluate the changing dynamics of the diverse international business environment.
3. analyse the theoretical dimensions of international trade as well as intervention measures adopted.
4. analyse the significance of different forms of regional economic integration and the role played by various international economic organisations.
5. evaluate the forms of foreign direct investment and analyse benefits and costs of FDI.
6. discuss emerging issues in international business such as outsourcing and sustainable development.

**Unit 1: Introduction to International Business**

**7 Hours**

Globalization - concept, significance and impact on international business; international business contrasted with domestic business; complexities of international business; internationalization stages and orientations; modes of entry into international businesses.

**Unit 2: International Business Environment**

**11 Hours**

Role of political and legal systems in international business; cultural environment of international business; implications of economic environment for international business.

**Unit 3: International Trade****9 Hours**

Theories of international trade – Theory of Absolute Advantage theory, Theory of Comparative Advantage, Factor Proportions theory and Leontief paradox, Product Life Cycle theory, Theory of National Competitive Advantage; Instruments of trade control.

**Unit 4: Regional Economic Integration and International Economic Organisations****9 Hours**

Forms of regional economic integration; Integration efforts amongst countries in Europe, North America and Asia: EU, USMCA, and SAARC; Cost and benefits of regional economic integration.

International Economic Organisations: WTO- functions, structure and scope; World Bank and IMF

**Unit 5: International finance and contemporary issues in IB****9 Hours**

Types of FDI - Greenfield investment, Mergers & Acquisition, strategic alliances; benefits and drawbacks of FDI, Overview of Exchange Rate systems, Contemporary issues in international business: Outsourcing and its potential for India; international business and sustainable development.

**Exercises:**

The learners are required to:

1. demonstrate through case studies the suitability of each mode of entry in international business.
2. conduct a comparative analysis of countries which are different in terms of political/legal/economic/cultural environment to understand the impact of these dimensions on international business.
3. analyse data on trade of select countries to examine if trade patterns conform to different trade theories.
4. conduct an in-depth study of a regional economic arrangement and evaluate its costs and benefits by applying the theoretical knowledge gained during the course
5. make presentations on developments in contemporary issues affecting international business such as sustainable development.
6. Comment on various emerging issues in international business such as outsourcing and sustainable development

**Suggested Readings:**

- Bennett, R. (1999). *International Business*. New Delhi; Pearson. (Unit I to V)
- Cavusgil, S. T., Knight, G., & Riesenberger. (2020). *International Business: The New Realities*. Pearson India. (Unit I to V)
- Charles, W. L. Hill., Tomas, M., & Mehtani, R. S. (2018). *International Business*. New Delhi; Tata McGraw Hill. (Unit I to V)

- Daniels, J. D., Radenbaugh, L. H., & Sullivan, D. P. (2007). *International Business: Environments & Operations*, Pearson Education. (Unit I to V)
- Griffin, R. W., & Pustay, M. W. (2020). *International Business - A Managerial Perspective*. Pearson India. (Unit I to V)
- Menipaz, E., Menipaz, A., & Tripathi, S. S. (2011). *International Business: Theory and Practice*. New Delhi; Sage Publications. (Unit I to V)

#### **Additional Resources:**

- *Economic Survey, various issues.*
- *RBI Report on Currency & Finance, various issues.*
- *World Investment Reports, UNCTAD*
- *Websites: RBI, IMF, WORLD BANK, WTO.*
- *WTO Annual reports*

#### **Notes:**

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

**B.A. (VS) Small and Medium Enterprises**  
**Semester VI**  
**DISCIPLINE SPECIFIC ELECTIVE COURSE -6.5 (DSE-6.5)**

**Corporate 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		
<b>Corporate Laws (DSC-6.5)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:**

The course aims to develop and comprehend business and its processes in accordance with the provisions of the Companies Act, 2013 while analysing case laws.

**Learning Outcomes:**

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

1. analyse the regulatory aspects and the broader procedural aspects involved in different types of companies covering the Companies Act, 2013 and Rules.
2. prepare the basic legal documents required for formation of a company.
3. analyse the process and prepare the documents required for raising capital for the company.
4. analyse the managerial composition of companies and examine the process of company meetings.
5. develop a plan for winding up and the insolvency resolution of a company, considering the interests of the creditors and the company's assets.

**Unit 1: Introduction**

**9 Hours**

Meaning and characteristics of a company; Lifting of corporate veil; Overview of administration of Company Law; Types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company and producer company; Association not for profit; Illegal association.

**Unit 2: Formation and Incorporation documents**

**9 Hours**

Formation of company, promoters, their legal position and pre-incorporation contracts; Online registration of a company. Memorandum of Association and its alteration, Articles of Association and its alteration, Doctrine of constructive notice, Doctrine of ultra vires and indoor management.

**Unit 3: Share Capital**

**9 Hours**

Prospectus, Shelf and Red herring prospectus, misstatement in prospectus; Book building. Allotment and Forfeiture of share, Sweat Equity, ESOPs, Bonus issue, and Further issue of shares,

buyback, split of sharers and provisions regarding buyback; Transfer and transmission of shares; Demat system.

#### **Unit 4: Management and Meetings**

**9 Hours**

Directors: Legal position, Disqualifications, Director Identification Number (DIN); Classification of directors, Additional, Alternate and Casual directors, Women directors, Independent director, small shareholder's director; Appointment, Removal of directors; Powers and Duties; Key managerial personnel (KMP); Board Meetings; Shareholders' meetings: AGM and EGM. Convening and conduct of meetings: Requisites of a valid meeting; Resolutions (Virtual meetings); Postal ballot; e-voting.

#### **Unit 5: Dividends, Audit and Winding up**

**9 Hours**

Provisions relating to payment of Dividend. Company Audit: auditor's qualification and disqualifications, Auditor's appointment, rotation and removal, Secretarial Audit. Winding Up: Concept and Modes of Winding Up; Provisions of winding up under Insolvency and Bankruptcy Code 2016.

#### **Practical Exercises**

The learners are required to:

1. identify the type of company based on information available on NSE/BSE website and then analyse the regulatory and procedural aspects covering the Companies Act, 2013.
2. fill dummy SPICe+ form for incorporation of a company.
3. write about the timeline and details of the book building process of an actual IPO/FPO.
4. identify the actual composition of the Board of Directors and examine the minutes of AGM/EGM of listed companies.
5. develop a plan for winding up and the insolvency resolution process of a company, considering the interests of the creditors and the company's assets.

#### **Suggested Readings:**

- Dagar, I., & Agnihotri, A. (2023). *Company Law*. New Delhi; S. Chand.
- Jagota, R. (2021). *Corporate Laws*. New Delhi; Taxman Pvt Ltd.
- Kapoor, N. D. (2022). *Corporate Laws*. New Delhi; Sultan Chand.
- Kaur, H. (2022). *Company Law*. New Delhi; Kitab Mahal.
- Kuchhal, M. C., & Kuchhal, A. (2013). *Company Law*. New Delhi; Mahavir Publications.
- Kumar, A. (2021). *Corporate Laws*. New Delhi; Taxman Pvt. Ltd.
- Maheshwari, S. N., & Maheshwari, S. K. (2019). *Company Law*. New Delhi; Himalaya Publishing House Pvt. Ltd.
- Ramaiya, A. (2020). *A Guide to Companies Act*: LexisNexis.

#### **Notes:**

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

**B.A. (VS) Small and Medium Enterprises  
Semester VI**

**DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.6)  
Basic Development Economics**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE  
COURSE**

Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
		Lecture	Tutorial	Practical/ Practice		
Basic Development Economics (DSE-6.6)	4	3	1	0	Passed 12th standard	Nil

**Learning Objectives**

The Learning Objectives of this course are as follows:

- This course discusses different concepts and features of development
- It distinguishes between growth with development
- It discusses historical experiences of poverty, inequality and growth in different countries
- It discusses recent experiences of growth and development
- It analyses governance issues- institutional mechanism- role of state, market and other institutional mechanisms, reforms and development policies

**Learning outcomes**

The Learning outcomes of this course are as follows:

- The course would enable the students to understand the different dimensions of development that are distinct from growth.
- The students will understand the underlying factors that kickstart, sustain and restrict growth and development.
- They will understand why the inequality and poverty are so sticky and thus be able to suggest policy intervention and institutional changes

**Syllabus**

**UNIT I:** Concepts of Economic Development (12 hours)

Multiple dimensions of development and alternative measures of development; historical experience of growth and development across countries; understanding poverty, growth, development and their interrelationship; colonialism and underdevelopment; international comparison - PPP

**UNIT II:** Escaping Under-Development - Recent Attempts and Experiences (12 hours)

Recent development experiences – escaping poverty trap, accumulation of physical and human capital, improvement in health and education, R&D, innovations, and technology adoption; population growth and demographic dividends.

**UNIT III:** Reform Policies for Sustainable Development (12 hours)

Triple bottom-line of sustainability – economic, social and environmental dimensions; trends in growth, inequality and poverty; various policies for generating economic growth, reducing inequality and poverty, freeing from deprivation; Washington consensus and reform measures; natural and manmade catastrophes, like covid19, Aids in Africa, hyperinflation in Latin America and reversal of improvements; economic growth and global warming – trends in emissions and mean temperature, future projection; observed impact of warming, future consequences, policies adopted to mitigate the global warming problem in IPCC meets.

#### UNIT IV: Institutions and Development (9 hours)

Institutions facilitating development – efficacy of market, state and commons in mobilisation and efficient use of resources. Experiences of India, China, and East Asian countries.

*Practical Exercise: Students are required to*

1. go observe graphs/diagrams presented in Ch 2 (section 2.4) of Partha Dasgupta and see how different indicators/parameters of development are related to PCI (Unit I)
2. go through data on human development and correlate them with income growth (Unit II)
3. from Ch1 of Rodrik (2009) find out countries that witnessed high growth but could not sustain and trace the possible reasons
4. list major reform policies in China and the institutional changes that facilitated rapid growth and compare it with India's experience using Bardhan (2010) and Rodrik (2009)

#### Recommended readings

- Dasgupta, Partha, (2007), *Economics: A Very Short Introduction*, (AVSI), Oxford University Press.
- Ray, Derbraj, (1998). *Development Economics*, Princeton University Press
- Todaro, M. P., & Smith, S. C. (2020). *Economic Development*. Pearson UK.
- Acemoglu, D., Johnson, S., & Robinson, J.A. (2001). "[The Colonial Origins of Comparative Development: An Empirical Investigation](#)." *American Economic Review*. 91: 1369–1401.
- Banerjee, A., & Duflo, E. (2011). *Poor Economics: A Radical Rethinking of the Way to fight Global Poverty*.
- Deaton, A., (2013), *The Great Escape*, Princeton University Press
- Hall, Robert E. & Jones, C. I. (1999). "[Why Do Some Countries Produce So Much More Output Per Worker Than Others?](#)" *Quarterly Journal of Economics*, 114(1): 83-116.
- Elinor Ostrom (1990), *Governing the Commons: The Evolution of Institutions for Collective Action*, Cambridge University Press.
- Ranis, G., et.al, (2000) *Economic Growth and Human Development*, *World Development* Vol. 28, No. 2, Elsevier Science Ltd.
- Galor, Oded & M. (2004). "[From Physical to Human Capital Accumulation: Inequality and the Process of Development](#)." *Review of Economic Studies*, 71(4): 1001–1026.
- Rossi, Federico. (2020). [Human Capital and Macroeconomic Development: A Review of the Evidence](#). *The World Bank Research Observer*, 35 (2): 227–262.
- Bardhan, P.(2010), *Awakening Giants, Feet of Clay: Assessing the Economic Rise of China and India*, OUP.
- Dietz, T., Ostrom, E. & Stern, P.C. (2003). 'The Struggle to Govern the Commons', *Science*, vol. 302, No. 5652 (Dec. 12, 2003), pp. 1907-1912.
- Rodrik, Dani (2009), *One Economics, Many Recipe's: Globalization, Institutions and Economic Growth*, Princeton University Press.
- Rodrik, Dani. (2014). "[The Past, Present, and Future of Economic Growth](#)," in Franklin Allen et al., *Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century*, Oxford University Press, Oxford and New York.
- Piketty, Thomas & Saez, E. (2014). 'Inequality in the Long Run', *Science*, 344 (838).

- Heal, G. (2012), Reflections—Defining and Measuring Sustainability. Review of Environmental Economics and Policy, volume 6, issue 1, winter 2012, pp. 147–163
- Harris, J. & Roach, B. (2018). *Environmental and Natural Resource Economics: A Contemporary Approach*, Routledge. Chapters 12, 13.

**B.A. (VS) Small and Medium Enterprises****Semester VI****GENERAL ELECTIVE COURSE - 6.1 (GE-6.1)****MSMEs Policy Initiatives and Institutional Framework****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		
<b>MSMEs Policy Initiatives and Institutional Framework (GE-6.1)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:**

The purpose of this course is to make the learners aware of the evolution of the policies and institutional framework for the promotion of entrepreneurship in the country.

**Learning Outcomes:**

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

1. recognise the evolution of government policy for small enterprise sector.
2. interpret the legal framework of entrepreneurship and small business.
3. describe the available institutional support system for promoting small-scale sector.
4. describe the policy framework for entrepreneurship and small business.
5. analyse and review the non-governmental initiatives for entrepreneurial promotion.

**Unit I: Evolution of Small-Scale Sector Policy****9 Hours**

Genesis and the evolution of the Government of India's Small-scale sector policy; Gandhian philosophy towards small enterprises and the recommendations of the Ford Foundation team.

**Unit II: Legal Framework of Entrepreneurship and Small Business****9 Hours**

Industrial Policy Resolutions 1956, 1977; New Economic Policy 1991; Reports of various committees on Industrial and business activities particularly relating to the development of entrepreneurship and small business; Report on entrepreneurship by Knowledge Commission.

**Unit III: Institutional Support for Entrepreneurship and Small Business****9 Hours**

National-level financial and non-financial institutions for entrepreneurship and small business development and their roles, functions and schemes- Small Industries Development Bank of India

(SIDBI), National Small Industries Corporation (NSIC), National Institute of Small Industries and Entrepreneurship Development (NIESBUD), Entrepreneurship Development Institute of India (EDII), NI-MSME, Export Promotion Council (emphasis on their objectives, activities and schemes).

#### **Unit IV: Policy Framework for Entrepreneurship and Small Business                      9 Hours**

State level policies and institutions situated in NCR, Delhi-their roles, functions and promotional measures; Schemes under Directorate of Industries, Institutes of Entrepreneurship Development (IEDs), State Finance Corporations (SFCs), State Industrial Development Corporation (SIDC), Small Industries Service Institutes (SISI), Technical Consultancy Organisations, DICs.

#### **Unit V: Non-Governmental Initiative in Entrepreneurial Promotion                      9 Hours**

Role of FICCI and other nodal trade associations on entrepreneurship initiatives in private sector; Private-public collaboration on entrepreneurship; Role of industries/entrepreneurs' associations and self-help groups.

#### **Exercises:**

The learners are required to:

1. analyse the evolution of government policy for small enterprise sector in India.
2. analyse the legal framework of entrepreneurship and small business in India.
3. critically assess the available institutional support system for promoting small-scale sector.
4. discuss and analyse the policy framework for entrepreneurship and small business.
5. analyse and review the Non-Governmental Initiatives for entrepreneurial promotion.

#### **Suggested Readings:**

- Awasthi, D. N., & Sebastin, J. (1996). *Evaluation of Entrepreneurship Development Programmes*. Delhi, India: Sage Publications Private Limited.
- Juneja, J. S. (2002). *Small and Medium Enterprises*. Delhi, India: Deep & Deep Publications Pvt. Ltd. Journals, Periodicals, and Report:
- Nanda, K. C. (1999). *Credit and Banking: What Every Small Entrepreneur (and Banker) Must Know*. Delhi, India: Response Books.
- Verma, J. C., & Singh, G. (2002). *Small Business and Industry: A Handbook for Entrepreneurs*. Delhi, India: Sage Publications.
- Laghu Udyog Samachar (Hindi and English)

#### **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) Small and Medium Enterprises****Semester VI****GENERAL ELECTIVE COURSE - 6.2(GE-6.2)****Accounting for Entrepreneurship****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		
<b>Accounting for Entrepreneurship (GE-6.2)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>12<sup>th</sup> Pass</b>	<b>Nil</b>

**Learning Objectives:**

The course aims to help learners coming from non-commerce background to acquire basic knowledge on financial accounting and to impart preliminary skills for recording various kinds of financial transactions.

**Learning Outcomes:**

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

1. recognise the basic concept of accounting.
2. demonstrate the accounting entries and prepare cash book and other accounts necessary while running a business.
3. describe and prepare profit and loss account and balance sheet.
4. interpret and prepare accounts based on accounting software.
5. analyse information from company's annual report.

**Unit 1: Introduction to Accounting****5 Hours**

Accounting – Meaning, Importance and Need, Its objectives and relevance to business establishments and other organisations, and individuals. Accounting information: meaning, users and utilities, sources of accounting information. Some Basic Terms, Transaction, Account, Asset, Liability, Capital, Expenditure & Expense, Income, Revenue, Gain, Profit, Surplus, Loss, Deficit. Debit, Credit, Accounting Year, Financial Year.

**Unit 2: Transactions and recording of transactions****9 Hours**

Features of recordable transactions and events, Basis of recording – vouchers and another basis. Recording of transactions: Personal account, Real Account and Nominal Account;

Rules for Debit and Credit; Double Entry System, journalizing transactions; Preparation of Ledger, Cash Book including bank transactions and Bank Reconciliation Statement.

### **Unit 3: Preparation of Financial Statements**

**13 Hours**

Fundamental Accounting Equation; Preparation of Trial Balance; Concept of revenue and Capital; Preparation of Trading and Profit & Loss Account, Balance Sheet and Cash Flow Statement manually and using appropriate software.

### **Unit 4: Computerized Accounting Systems**

**11 Hours**

Computerized Accounting Systems: Computerized Accounts by using any popular accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Cash Flow Statement. Selecting and shutting a Company; Backup and Restore data of a Company.

### **Unit 5: Company Accounts**

**7 Hours**

Explanation of certain terms – Public Limited Company, Private Limited Company, Share, Share Capital, Shareholder, Board of Directors, Stock Exchange, Listed Company, Share Price, Sensex - BSE, NSE; Annual report, etc. Contents and disclosures in Annual Report, Company Balance Sheet and Statement of Profit and Loss. Content Analysis based on annual report including textual analysis.

### **Practical Exercises:**

The learners are required to:

1. evaluate the importance of accounting for any newly established start up.
2. prepare bank reconciliation statement from the individual pass books.
3. prepare Trading and Profit & Loss Account, Balance Sheet, and Cash Flow Statement collecting necessary data from any small business firms.
4. prepare financial statements using appropriate software for any small business firm.
5. download annual reports of business organisations from the websites and analyse its contents. Present salient features of the annual report using certain relevant ratios and content analysis including textual analysis.

### **Suggested Readings:**

- Gupta, R. L., & Radhaswamy, M. (2014). *Financial accounting*. Delhi, India: S. Chand Publishing.
- Hatfield, L. (2019). *Accounting basics*. Amazon Digital Services LLC.
- Horngren, C. T., Sundem, G. L., Elliott, J. A., & Philbrick, D. (2017). *Introduction to financial accounting*. (11<sup>th</sup> ed.). London, United Kingdom: Pearson Education.
- Lal, J., & Srivastava, S. (2012). *Financial accounting text & problems*. Mumbai, India: Himalaya Publishing House.

- Monga, J. R. (2017). *Financial accounting: concepts and applications*. (34<sup>th</sup> ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9<sup>th</sup> ed.). Delhi, India: Taxmann Publication.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). *Financial accounting*. Delhi, India: Vikas Publishing House Pvt. Ltd.
- Mukharji, A., & Hanif, M. (2017). *Financial accounting*. (2<sup>nd</sup> ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10<sup>th</sup> ed.). Oxford, United kingdom: Oxford University Press.
- Jain, S. P., & Narang, K. L. (2014). *Financial accounting*. Delhi, India: Kalyani Publishers.
- Siddiqui, S. A. (2008). *Book keeping & accountancy*. Delhi, India: Laxmi Publications Pvt. Ltd.
- Sehgal, D. (2014). *Financial accounting*. Delhi, India: Vikas Publishing House Pvt. Ltd.
- Tulsian, P. C. (2007). *Financial accounting*. Delhi, India: Tata McGraw Hill Publishing Co. Ltd.

**Notes:**

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- 2. Examination scheme and mode as prescribed by the Examination Branch, University of Delhi, from time to time.**