

UNIVERSITY OF DELHI

CNC-II/093/1(40)/EC-1270/2024-25/198

Dated: 21.08.2024

NOTIFICATION

Sub: Amendment to Ordinance V

[EC Resolution No. 5-8/ dated 27.07.2024]

Following addition be made to Appendix-II-A to the Ordinance V (2-A) of the Ordinances of the University;

Add the following:

The syllabi of following courses of BA (VS) under College of Vocational Studies for Semester-V and Semester-VI based on Undergraduate Curriculum Framework 2022 implemented from the Academic Session 2022-2023 are notified for the information of all concerned:

- (i) BA (VS) Tourism Management - ***As per Annexure-1***
- (ii) BA (VS) Modern Office Management – ***As per Annexure-2***
- (iii) BA (VS) Marketing Management & Retail Business – ***As per Annexure-3***
- (iv) BA (VS) Materials Management - ***As per Annexure-4***
- (v) BA (VS) Small and Medium Enterprise - ***As per Annexure-5***
- (vi) BA (VS) Human Resource Management - ***As per Annexure-6***
- (vii) BA (VS) Insurance Management - ***As per Annexure-7***

Nue C/L
23/8/24
REGISTRAR

UNIVERSITY OF DELHI
UNDERGRADUATE
CURRICULUM FRAMEWORK–
2022 BASED ON NATIONAL
EDUCATION POLICY-2020
B.A. (VS) TOURISM
MANAGEMENT

College of Vocational Studies

Tourism Management

Semester-V

DSC	The Tourism System
	Destination Management
	Air transport & Airport Management
DSE	Aviation Industry Management
	Front office Management
	Geography of travel and Tourism
	Managing People
	Knowledge Traditions of India
<u>GE Pool for BA(VS) Tourism Management Students</u>	
1.	Modern Office Management
2.	Sustainable Development
3.	Essentials of Management and Retail Essentials
4.	Basics of Retail Management
5.	Introduction to Materials Management
6.	Basics of Purchase Management
7.	Launching a New Venture
8.	Management of Small Business Enterprises
9.	Stress Management
10.	Team Building and Development
11.	Risk Management and Insurance
12.	Introduction to Insurance
✓ 13.	Cultural Diversity: Tangible & Intangible Heritage
14.	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Tourism Management</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.1)

The Tourism System

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title and Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
The Tourism System DSC 5.1	4	3	1	0	Pass in class 12th	-

Learning Objectives

The learning objectives of this course are to acquaint students with the knowledge of various modes of transportation. This course will provide understanding about accommodation and catering- types of hotels, procedure of categorization and classification. It will provide an insight into Travel Agency business, Itinerary making and resources for planning itineraries, Approval of Travel Agency by Department of Tourism, Govt. of India. Identify key travel services and organizations in India and abroad and to explain the importance of freedoms of air and open skies policy.

Learning Outcomes:

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

1. evaluate the various modes of transportation being used in tourism industry and identify the elements of transportation and discuss about the major tourist trains in India and its importance in promotion of domestic tourism.
2. analyze the definition, functions and procedures of setting up a travel agency. develop knowledge about elements of itineraries and its resources.
3. classify accommodation sector and appraise quality issues and new concept development in the tourism sector.
4. evaluate roles and functions of the various national and international organizations of tourism along with freedoms of air and open Sky policy.

Unit- 1

Tourism and Transportation

11 Hours

Modes of transport- Rail, Road, Air and sea, Elements of transportation, Political influences on transport for tourism, Regulation of competitions, Role of Railways in promotion of domestic

tourism, Important tourist trains in India, Case study of Air India and a few important International Airlines. Emerging modes of transportation – Sustainable modes of transportation, Automated Transportation, Drone Delivery.

Unit-2

Travel Agency

12 Hours

Travel Agency – Definition, Functions, Itinerary making and resources for planning itineraries, Approval of travel agency by department of tourism Government of India, Rules and Regulations for approval, Classification of Travel agents and Forms of organizations, Tour planning.

Unit- 3

Accommodation and Catering

11 Hours

Accommodation and Caterings- Types of Hotels, Procedure of categorization and classification of hotels, Accommodation and the tourism, Concepts of “Atithi Devo Bhavah”, Product quality issues, New concepts and development in accommodation.

Unit- 4

Tourism Organizations

11 Hours

Tourism organizations and their role in Tourism development, Local- Delhi Tourism and Transport Development Corporation (DTTDC), Rajasthan Tourism Development Corporation (RTDC), Madhya Pradesh State Tourism Development Corporation (MPSTDC). National- Indian Association of Tour Operators (IATO), Travel Agent Association of India (TAAI), India Tourism Development Corporation (ITDC). United Nations World Tourism Organization (UNWTO), Open sky policy in National Civil Aviation Policy 2016, Understanding how freedoms of air impact international route planning.

Exercises

The learners are required to:

1. visit any nearby tourist destination, meet some tourists and ask about the problems faced by them during travel. Get suggestions for better transportation system. Group discussion on role of important tourist's trains in India in the promotion of tourism.
2. consider themselves as a tourism entrepreneur and want to open a travel agency. Find out the necessary rules & regulations for approval and resources required to open the travel agency.
3. involve themselves in group discussion on the concept of accommodation and importance of “Atithi Devo Bhavah” in the hospitality sector.
4. assess the understanding of tourism organizations and their role in tourism development, Local, National and International organization by objective and subjective assessment (Class tests, assignments, MCQs, Fill in the blanks and quizzes).

Suggested Readings:

- Bhatia, A. K. (2012). *The Business of Travel Agency and Tour Operations Management*. India: Sterling Publishers Pvt. Limited.
- Dileep, M. (2019). *Tourism, Transport and Travel Management*. United Kingdom: Taylor & Francis.
- Dileep, M. (2019). *Tourism, Transport and Travel Management*. United Kingdom: Taylor & Francis.
- Duval, D., Lohmann, G., & Cooper, C. (2011). *Tourism and Transport*. United Kingdom: Goodfellow Publishers Limited.
- Klemmer, L., & Gross, S. (2014). *Introduction to Tourism Transport*. United Kingdom: CABI.
- Masih, S. (2011). *Hand Book of Travel, Tourism and Hospitality Management*. India: Global India Publications.
- Mill, R.C. & Morrison, A.M. (2009). *The Tourism System*. Dubuque: Kendall Hunt Publishing.
- Vandana, J. et al. (2009). *Tourism Operations and Management*. India: Oxford University Press.

Notes:

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

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.2)

Destination 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		
Destination Management (DSC 5.2)	4	3	1	0	Pass in class 12th	-

Learning Objectives:

This course is designed to provide a comprehensive knowledge of managing and developing different tourism destinations through the concepts, principles, and practices of destination management. This course explains the role of the Destination Management Organization (DMOs) and Destination Management Companies (DMCs) in the development and management of tourism destinations. The learners will be able to develop the skills in developing and analyzing the tourism destinations. The students will gain an insight about the sustainable tourism practices and their applications in destination planning and development. The students will also learn about the significance of partnerships and collaboration in destination management. This course equips the students with the knowledge and skills necessary for destination operations and management, including visitor services, destination appraisal and crisis management. This course also focuses on the basic understanding of marketing and communication for tourism destinations. The students will learn about marketing strategies and tactics for destination promotion, use of digital marketing and social media in destination marketing and image building.

Learning Outcomes:

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

1. apply and analyze the concept, principles and practices of destination management on various types of tourism destinations.
2. evaluate the role of the Destination Management Organizations (DMOs) and Destination Management Companies (DMCs) in the development and management of tourism destinations.

3. apply the knowledge of destination analysis to conduct SWOT analysis, and competitive analysis of destinations.
4. analyze the principles of sustainability and apply them in destination planning and development.
5. evaluate the partnerships and other collaborative approaches for destination management.
6. apply their knowledge and skills in various destination operations and management, including visitor services, destination appraisal and crisis management.
7. evaluate marketing strategies and promotional activities for destinations.
8. analyze the need of digital marketing and social media communication for destination marketing and image building.

Unit-1

Concept and Typology of Tourism Destinations

10 Hours

Meaning, and Characteristics of Tourism Destination, Typology of tourism destinations- Coastal tourism destination, Urban tourism destination, Rural tourism destination, Island tourism destination, Medical tourism destination etc., The successful destinations.

Unit-2

Destination Development and Analysis

12 Hours

Destination development, Destination lifecycle- Destinations and products, Role of Destination Management Organisations (DMOs) and Destination Management Companies (DMCs), Destination development through events, Strategic planning for destination development, New product development and diversification, Destination competitiveness, SWOT analysis of destination.

Unit-3

Destination Planning and Crisis Management

13 Hours

Destination Management Systems, Destination planning through sustainable practices, Destination zone, Planning model, Destination partnerships and collaboration, Visitor management- Operational approaches to visitor management, Technology and visitor management, Controlling the impacts of tourism, Destination performance measurement, Crisis management at destination.

Unit-4

Destination Marketing and Promotion

10 Hours

Destination marketing mix, Target market and segmentation, Marketing strategies and tactics for destination promotion, Digital marketing and social media in destination marketing, Destination image building and communication.

Exercises

The learners are required to:

1. conduct a comprehensive analysis of a selected tourism destination, including SWOT analysis, market assessment, and competitive analysis.
2. develop a destination development plan for a specific area, considering factors such as infrastructure, attractions, product diversification, collaboration and sustainability.
3. visit a nearby tourism destination to conduct a survey on visitors' experience.
4. design a visitor experience management program for a specific destination, including the provision of visitor services and quality management.
5. develop a crisis management plan for a destination, outlining strategies for risk assessment, communication, and recovery.
6. create a marketing campaign for a destination, incorporating target market analysis, promotional strategies, and digital marketing techniques.

Suggested Readings:

- Bhatia, A.K. (2012). *Tourism Development: Principles and Practice*, New Delhi: Sterling Publishers Pvt. Ltd.
- Buhalis, D., & Darcy, S. (Eds.). (2020). *The Routledge Handbook of Tourism Marketing*. London: Routledge.
- Collins, K. H. (2015). *Handbook on Tourism Development and Management*. New York: Nova Science Publishers, Inc.
- Edgell, D. L., Sr., & Jenkins, J. L. (Eds.). (2020). *Destination Management Organizations: Tourism and the Challenges of Sustainability*. London: CABI.
- Fyall, A., Leask, A., & Barron, P. (2020). *Managing Visitor Attractions: New Directions*. London: Routledge.
- Kozak, M., & Kozak, N. (Eds.). (2015). *Destination Marketing: An International Perspective*. London: Routledge.
- Morrison, A.M. (2012). *Marketing and Managing Tourism Destinations*, New York: Routledge.
- Pike, S. (2021). *Destination Marketing: An Integrated Marketing Communication Approach*. London: Routledge.
- Ritchie, B. W. (2009). *Crisis and Disaster Management for Tourism*. Bristol: Channel View Publications.
- Ritchie, B. W., & Burns, P. M. (2019). *Tourism Destination Development: Managing Sustainability*. Bristol: Channel View Publications.

Additional Resources:

- A Practical Guide to Tourism Destination Management, a World Tourism Organization Publication, UNWTO Library.
- IITS. (2012). Sustainable Tourism: International Cooperation for Development. Washington, DC, New York. Retrieved from <http://lms.rmportal.net/course/category.php?id=51>

Notes:

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

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.3)

Air Transport and Airport Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Air Transport and Airport Management DSC-5.3	4	3	1	-	Pass in class 12th	-

Learning Objectives:

The aim of this course is to provide the students a comprehensive understanding of air transport and airport management principles and practices within the aviation industry. It equips the learners with knowledge of air transport geography. Further this course will develop the skills of calculating time variations in air transportation, airfare calculation and itinerary preparation. The students will acquire the in depth understanding about Official Airline Guide (OAG) and Travel Information Manual (TIM). This course will provide the essential skills in the handling of travel documentations for facilitation purpose. This course also familiarizes the students about the regulatory role and relevance of national and international organizations of aviation industry. The learners will acquire the knowledge about the various aspects of airport management such as planning, designing, operational considerations, customer service, safety security and emergency management. The course focuses on exploring the challenges and emerging trends in airport management, such as sustainability, technological advancements, and industry regulations.

Learning Outcomes:

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

1. apply the knowledge of IATA areas and different time zones of the world in various air transport operations such as route determination, transportation time calculation and airfare calculation.
2. apply the knowledge of Official Airline Guide and Travel Information Manual in various air transport operations and travel documents handling.
3. evaluate the role and functions of different national and international organisations of aviation industry.
4. analyze a thorough understanding of the functions, roles, and operations of airports.

5. apply airport planning principles to design efficient airside and landside facilities.
6. analyze and evaluate airport emergency management, safety-security measures and passenger services.
7. compare the process of embarkation and disembarkation in domestic and international air travel.
8. evaluate the environmental impact of airport operations and sustainable management practices.

Unit-1

Air Transport Management

18 Hours

Air Transport Association Areas (IATA Areas), Air Transport Association Sub-areas (IATA Sub areas), Sub regions, Time calculation- Greenwich Mean Time (GMT) variations, Standard Time and Daylight-Saving time (DST), Calculation of elapsed time, Flying time and Ground time.

Official Airline Guide (OAG): Three letters city code and Airport code, Airline designated code, Minimum Connecting Time (M.C.T.), Global Indicator (G.I.), Familiarization with air tariff, Fare construction, Special fares, Currency regulations, Types of air journey.

Unit-2

National and International Organizations in Air Transport & Familiarization with Travel Information Manual (T.I.M.)

10 Hours

Airport Authority of India (AAI), International Air Transport Association (IATA), International Civil Aviation Organization (ICAO) and Directorate General of Civil Aviation (DGCA): Role and Relevance.

Familiarization with Travel Information Manual (T.I.M.): Passport, VISA, Custom Regulations, Health regulations, Airport Tax, and Travel Insurance.

Unit-3

Airport Operations and Management

9 Hours

Airport planning and design, Airside and landside operations, Airport security and safety management, Airport business, Airport ground handling, Baggage handling and passenger services, Passengers needing special attention, Airport security and emergency management, Air traffic control, Embarkation and Disembarkation Process.

Unit-4

Airport Sustainability and Environmental Management

8 Hours

Sustainable practices in airport operations, Environmental impact assessment and mitigation, Noise and emissions management, Community relations and stakeholder engagement, Outsourcing of airport management services.

Exercises:

The learners are required to:

1. identify three International Air Transport Association Areas (IATA Areas) and all the Air Transport Association Sub-areas (IATA Sub-areas) on blank maps.
2. identify various countries in each Air Transport Association Areas (IATA Area), their capital cities and major gateway airports.
3. identify the longitudes, latitudes and the corresponding time zones of famous tourist destinations of the world.
4. calculate the time difference between the major tourist destinations of the world.
5. calculate the flying time and airfare of flights in different routes.
6. prepare any 10-travel itinerary/route where International Dateline is crossed.
7. participate in a flash card activity to match country code, city code, airport code and currency code with the name written on a separate card.
8. participate in a group project to design an airport terminal, considering passenger flow, amenities, and operational efficiency.
9. simulate the process of tagging, tracking, and routing baggage through various stages, including check-in, security, and loading onto aircraft.
10. simulate different customer service scenarios, such as handling complaints, rebooking flights, and assisting passengers with special needs.
11. simulate a security checkpoint scenario to demonstrate the screening process for passengers and their luggage.
12. develop emergency response plans for various scenarios, considering communication, coordination, and passenger safety.
13. observe and document various airport functions such as check-in procedures, security measures, baggage handling, and passenger services.
14. interview airport staff to gain insights into their roles and responsibilities in airport management.
15. visit a nearby travel agency to observe Official Airline Guide (OAG) to refer to or check out sample pages of Official Airline Guide (OAG) online and try to read the information on the pages using codes.
16. visit a travel agency to learn the features of Global Distribution System, the process of booking tickets. Also, recognize the details given in the booking record and the ticket issued.
17. practice Travel Information Manual Automatic (TIMATIC) online.

Suggested Readings:

- Belobaba, P., Odoni, A., & Barnhart, C. (2015). *The Global Airline Industry (2nd ed.)*. New Jersey: Wiley.
- Boyd, E. A. (2007). *The Future of Pricing: How Airline Ticket Pricing Has Inspired a Revolution*. New York: Palgrave Macmillan.
- Cook, G.N. & Billing, B.G. (2017). *Airline Operations and Management*. New York: Routledge.
- Dileep M.R. (2019). *Tourism, Transport and Travel Management*, London: Routledge.
- Graham, A. (2018). *Managing Airports: An International Perspective*. London: Routledge.
- Law, C.C. (2018). *A Practical Guide to Airline Customer Service: From Airline Operations to Passenger Services*. U.K: Brown Walker Press.
- Narayanan, S.S. (2019). *Aircraft Ground Handling*. London, U.K: Austin Macauley.
- Wensveen, J. G. (2016). *Air Transportation: A Management Perspective (8th ed.)*. London: Routledge.

Additional References:

- IATA Course study material & E- Library Publications.
- Introduction to Airline Industry; Publication IATA.
- Airport Codes of the World: A Complete IATA Listing; Publication IATA.
- Oxford Atlas.
- OAG
- TIM
- TMATIC

Notes:

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

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.1)

Aviation Industry Management

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre- requisites of the course
		Lectur e	Tutoria l	Practical		
Aviation Industry Management DSE- 5.1	4	3	1	-	Pass in Class 12th	-

Learning Objective:

This course will help students to gain knowledge of the fundamental abilities and knowledge required for employment in the aviation business as well as an awareness of how the sector functions in its various forms. The course begins by introducing to the key aspects of the aviation industry via the lens of tourism management studies. The programme describes the idea of aviation industry – structures and alliances. The knowledge of aviation industry safety and security are covered in the course material, along with knowledge of soft skills for aviation industry.

Learning Outcomes

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

1. analyze the concept and importance of aviation industry. Develop the knowledge about the history of aviation, major players in aviation industry, current trends and challenges
2. develop understanding of the organizational structure and alliances in the aviation industry.
3. analyze the various aspects of aviation safety and security. Know the threats and issues involved in aviation. Examine various safety and security measures at the airside/landside and technological improvements on aviation safety and security.
4. Inculcate potential soft skills such as positive thinking and attitude, presentation & grooming skills and effective body language in the learners to prepare them to deal with the external world in a collaborative manner.

Unit-1

Introduction to Aviation Industry

12 Hours

Meaning and concept of aviation, Aviation in India- past, Present and future overview, SWOT analysis of various aviation companies in India, Market potential of Indian aviation industry,

Scheduled and non-scheduled air transport, Opportunities and issues facing the Indian aviation sector, Government initiatives.

Unit-2

Aviation Industry: Structure and Alliances

11 Hours

Organizational structure, Types of airline personnel, Flight crew and cabin crew-Training and organizational culture, Aviation alliances: Development of commercial airlines, Deregulations, Impacts of deregulated aviation industry.

Unit-3

Aviation Safety and Security

11 Hours

Passenger and baggage screening, Objects prohibited in the airport/aircraft, Crowd control, Technological issues, Threats to aviation- incidents of security failures, Carriage of weapons onboard, Hijack, Sabotage, Bomb threat, Safety and security measures at the airside/landside. Technological improvements on aviation safety and security- Body or fire security scanner, Bio-simmer, Biometric systems.

Unit-4

Soft Skills for Aviation

11 Hours

Definition and significance of soft skills - Self-discovery, Developing positive Thinking and attitude, Driving out negativity, Presentation & grooming skills-Presentation and public speaking, Grooming & etiquette – Definition, Meaning, Importance (Uniform, Hair, Body shape, Selection of clothes, make up and skin care), Body Language –Meaning, Signals, and importance of right body language, Interview- perspectives and preparation, Group discussion- Methods, Do's & don'ts.

Practical Exercises

The learners are required to:

1. group discussion on the evaluation and importance of aviation industry also make a PowerPoint presentation on SWOT Analysis of various aviation companies in India.
2. make an assignment on the organizational structure. Class presentation on the benefits of alliances in the aviation industry.
3. visit to nearby airport and interact with passengers/airport staffs to collect information regarding safety and security measures adopted at the airport.
4. demonstrate various soft skills through role plays, group discussions, presentations, mock-interviews.

Suggested Readings:

- Benny, D. J. (2012). *General Aviation Security: Aircraft, Hangars, Fixed-Base Operations, Flight Schools, and Airports*. United States: Taylor & Francis.
- Cooper, C. (2022). *Essentials of Tourism*. United Kingdom: SAGE.

- Cusick, S. K., Cortes, A. I., Rodrigues, C. C. (2017). *Commercial Aviation Safety*, Sixth Edition. United States: McGraw Hill LLC.
- Dhanavel, S. P. (2010). *English and Soft Skills*. India: Orient Blackswan .
- Dožić, S., Babić, D., Kalić, M. (2022). *Introduction to the Air Transport System*. United States: CRC Press.
- Evans, N. (2015). *Strategic Management for Tourism, Hospitality and Events*. United Kingdom: Routledge.
- Ghosh, B. N. (2012). *Managing Soft Skills for Personality Development*. India: McGraw Hill.
- Graham, A. (2023). *Managing Airports: An International Perspective*. United Kingdom: Routledge.
- Guillard, D, P. & Greffe, G. (2020). *Shapes of Tourism Employment: HRM in the Worlds of Hotels and Air Transport*. United Kingdom: Wiley.
- Horonjeff, R., Kelvey, F., & Sproule, W. (2010). *Planning and Design of Airports*, 5th Edition, Colombia: McGraw-Hill.
- Wensveen, J. (2018). *Air Transportation: A Management Perspective*. United Kingdom: Taylor & Francis.
- Young, S., Wells, A. T. (2019). *Airport Planning and Management*. United States: McGraw Hill LLC.

Notes:

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

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.2)

Front Office Management

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Course Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Front Office Management DSE 5.2	4	3	1	-	Pass in Class 12th	-

Learning Objectives

This course provides an overview of the management techniques used to manage the front office. This course will help students to recognize the various hotel kinds and their attributes. Students will be acquainted with the structure of front office department and its responsibilities. This course will help students to know how to manage reservations-related operations effectively.

Learning Outcomes

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

1. explain the concept, importance and role of front office in a hotel. Appraise the need for organizational structure in the front office department and ensures co-ordination between different departments.
2. discuss the roles and responsibilities related to the staffs working in the front office department.
3. demonstrate the appropriate qualities and traits required by the front office personnel.
4. execute all the responsibilities related to the guests from pre-arrival till the time of departure.

Unit-1

Introduction to Front Office

11 Hours

Basic concept of tourism and hotel industry, Interdependence of the tourism, travel, and hospitality industry, Front office- Introduction, Function, Organizational structure, Roles and Responsibilities. Co-ordination and communication between the front office and the other departments- Housekeeping, Food & beverages and marketing and sales.

Unit-2

Roles and Responsibilities of Front Office Staff

11 hours

Roles & responsibilities of front office staff - Front office manager, Assistant front office manager, Reservations manager, Lobby / Duty manager, Reservation agent, Telephone operator, Cashier, Receptionist / Front office assistant, GRE- Guest Relation Executive, Concierge.

Unit-3

Qualities of Front Office Staff

10 hours

Pleasant personality, pleasant appearance, Personal hygiene, Welcoming cheerful smile, Willingness to help, Self-confidence, Calmness, Diplomacy, Social etiquettes, Physical fitness, Memory, Communication, Decision making salesmanship, Systematic working, Sincerity, Telephone manners.

Unit- 4

Guest Handling Procedures

13 hours

Guest Cycle - Introduction, Different stages of guest cycle, Reservations- Importance, Modes of reservation, Types of reservation system, Accepting or denying reservation, Generating reservation reports, Managing reservations. Arrivals - Guest arrivals at reservation and front office, Receiving of guests, Pre-registration, Registration. During the stay activities- message and mail handling, Key handling, Complaints handling. Departure- modes of guest account settlement, Control measures for cash and credit-based account settlement, Foreign exchange.

Exercises:

The learners are required to:

1. make an assignment on the functions of front office and its co-ordination with other departments- housekeeping, food & beverages and marketing and sales.
2. discuss in group about the roles and responsibilities performed by various front office staffs namely Front office manager, Reservations manager and Telephone operator.
3. demonstrate qualities of the front office staff through role play in the class.
4. visit a hotel to study the procedures adopted by for guest handling and make a detailed report on – Reservation, making group reservation, compiling arrival list, handling no shows, guest complaints handling.

Suggested Reading:

- Andrews, S. (2013). *Hotel Front Office: A Training Manual*. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- Bhakta, A. (2012). *Professional Hotel Front Office Mgmt*. India: McGraw-Hill Education (India) Pvt Limited.

- Bhatnagar, S. K. (2011). *Front Office Management*. New Delhi. Frank Bros. And Publishers Ltd.
- Bhatnagar, S. K. (2011). *Front Office Management*. India: Frank Bros. & Company.
- Brooks, R. M., Kasavana, M. L. (2009). *Managing Front Office Operations*. United States: American Hotel & Lodging Association, Educational Institute.
- Raske, L. (2016). *Hotel Front Office Management*. United States: Scitus Academics LLC.
- Reynolds, D. E., Reynolds, D. R., Rahman, I., Barrows, C. W. (2021). *Introduction to Hospitality Management*. United Kingdom: Wiley.
- Tewari, J. R. (2016). *Hotel Front Office: Operations and Management*. India: Oxford University Press India.

Notes:

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

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.3)

Geography of Travel and Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Course Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Geography of Travel and Tourism DSE- 5.3	4	3	1	-	Pass in Class 12th	-

Learning Objective:

The course approaches Indian geography with the primary goal of assisting students in comprehending the environment in which tourism takes place. An introduction and inter-relationship between geography and tourism is given first. Future tourism graduates will be able to use the information in this course to advance their professional careers because geography and destinations are significant factors in the tourism industry. Knowledge of geography shall also give an extra edge to the students in designing the itineraries for the travelers, suggesting them various destinations.

Learning Outcomes

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

1. comprehend the fundamentals of geography, its importance in tourism as well as recent trends in tourism geography.
2. discuss factors affecting global and regional tourist movements. Analyze the impact of a particular demography on destination choice.
3. develop an insight into the physical and climatic characteristics of Indian geography. Further students would be able to examine the role of Relief, Climate, Vegetation, Wild life, Water Bodies in tourism.
4. demonstrate skills of reading maps. Distinguish between the physical and cultural landscape of Kashmir, Uttarakhand, Rajasthan, Gujarat, Madhya Pradesh, Kerala, Orissa, Arunachal Pradesh, Sikkim.

Unit-1

Introduction to Geography and Tourism

12 Hours

Fundamentals of geography, Globe, latitude and longitude, International Date Line, Geographical components of tourism, Importance of geography in tourism, Recent trends in tourism geography.

Unit-2

Geography of Travel

10 Hours

Factors affecting global and regional tourist movements, Demand and origin factors, Destinations and resource factors, Cross-regional travel across continents, The impact of a particular demography on destination choice.

Unit-3

Indian Geography

11 Hours

A study on the climate and geography of India, An overview of India's rivers, animals, Deserts, and hill stations, Physical and climatic features of Indian Subcontinent. Physical factors affecting tourism development in India - Relief, Climate, Vegetation, Wild life, Water Bodies.

Unit - 4

Geographical Features of Major Tourist Destinations of India

12 Hours

Understanding and reading maps of India showing major tourist destinations, Physical and cultural landscape of Kashmir, Uttarakhand, Rajasthan, Gujrat, Madhya Pradesh, Kerala, Orissa, Arunachal Pradesh, Sikkim.

Exercises

The learners are required to:

1. locate the imaginary lines on the world map. Group discussion on importance of geography in tourism. Make a chart on the recent trends in tourism geography.
2. assess the understanding of factors affecting global and regional tourist movements and the impact of a demography on destination choice by objective and subjective evaluation (Class tests, assignments, MCQs, Fill in the blanks and quizzes).
3. case study of two different climatic regions with special reference to their vegetation, wild life and water bodies.
4. demonstrate map reading skills and locate major tourist destinations of India on the blank map; also make a detailed report on these destinations' culture, folk dance, language and handicrafts.

Suggested Reading:

- Baghla, S. (2017). *Tourism Geography*. India: Book Enclave.
- Boniface, B., Cooper, R. & Cooper, C. (2020). *Worldwide destinations. The Geography of Travel and Tourism* (8th edition). London: Routledge.
- Geethanjali. (2010). *Tourism Geography* (1st Edition). New Delhi: Centrum Press.
- Hall, C. M., Page, S. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space*. United Kingdom: Routledge.
- Husain, M. (2012). *World Geography: Fourth Edition* (Revised and Enlarged). India: Rawat Publications.

- Lew, A. A., Williams, S. (2014). *Tourism Geography: Critical Understandings of Place, Space and Experience*. United Kingdom: Taylor & Francis.
- Mason, P. (2012). *Tourism Impacts, Planning and Management*. Netherlands: Taylor & Francis.
- Nelson, V. (2017). *An Introduction to the Geography of Tourism*. United States: Rowman & Littlefield Publishers.
- Saleem, M. M. (2016). Geography of Tourism in India in L. S. Bhat, H. Ramachandran, and R. N. Vyas (eds), *Economic Geography: Volume 2: Urbanization, Industry, and Development*, ICSSR Research Surveys and Explorations.

Notes:

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

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

Managing People
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		
Managing People (DSE-5.4)	4	3	1	0	12th Pass	Nil

Learning Objective: The course aims to equip students with the knowledge and skills necessary to effectively manage people in the tourism industry by providing a comprehensive understanding of key management concepts and theories, as well as practical tools and techniques for managing individuals, teams, and human resources in an ethical and effective manner.

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

1. evaluate the key concepts of managing people in the tourism industry using various theoretical frameworks.
2. apply various motivational theories to effectively manage individuals in the tourism industry.
3. synthesise the characteristics of effective teams and groups in the tourism industry to design and manage high-performing teams.
4. create ethical guidelines and policies to manage human resources effectively in the tourism industry, considering the unique challenges of the industry.

Unit 1: Introduction

(11 hours)

Introduction to People Management- Historical Overview and Current Trends in People Management, The Role of Human Resource Management; Understanding Organisational Behaviour- Perception, Attitudes, and Motivation, Job Satisfaction and Organisational Commitment- Factors affecting job satisfaction, Measuring job satisfaction, Organisational commitment and its outcomes

Unit 2: Managing Individuals and Teams

(12 hours)

Procurement and Retention of Human Resource- Recruitment sources and methods, Selection tools and techniques, Retention strategies and practices; Employee Training and Development- Needs assessment and training design, Training delivery and evaluation, Career development and succession planning; Performance Appraisal and Feedback- Performance measurement and evaluation, Performance appraisal methods and techniques, Feedback and coaching; Managing Teams and Work Groups- Team Building and Communication, Stages of team development, Communication styles and barriers, Conflict resolution; Group Dynamics and Decision Making- Group cohesion and norms, Group decision-making techniques, Creativity and innovation in groups; Managing Diversity and Cultural Differences- Diversity and its dimensions, Cultural intelligence and its importance, Managing cultural differences and promoting inclusivity

Unit 3: Motivating and Leading People

(11 hours)

Theories of Motivation and Employee Engagement- Maslow's hierarchy of needs, Herzberg's two-factor theory, Self-determination theory, Vroom's theory, Goal-setting theory; Leadership Styles and Their Impact on People Management- Transformational and transactional leadership, Situational and contingency theories; Power and Influence- Sources and types of power, Political behaviour and influence tactics, Ethical issues in power and politics; Managing Conflict and Negotiation- Sources of conflict and its resolution, Negotiation strategies and techniques, Bargaining and problem-solving approaches; Managing Change and Innovation- Types and models of change, Change management and resistance to change, Creativity and innovation

Unit 4: Organisational Culture and Strategic Human Resource Management (11 hours)

Organisational Structure and Design- Types of organisational structures, Organisational design and its impact on people management, Matrix and network structures; Organisational Culture and its Impact on People Management- Cultural dimensions and their effects, Creating and managing culture, Culture change and its challenges; Strategic Human Resource Management- HR planning and forecasting, Talent management and succession planning, Employee engagement and retention strategies; Human Resource Planning and Forecasting- Workforce planning and forecasting methods, Job analysis and job design, HR metrics and analytics; Compensation and Benefits Management- Compensation philosophy and strategy, Wage and salary administration, Benefits design and administration

Practical Exercises:

The learners are required to:

1. conduct a SWOT analysis of a tourism organisation and create a management plan that addresses the strengths, weaknesses, opportunities, and threats identified.
2. analyse a scenario in which an employee in the tourism industry is not motivated and create a motivational plan that aligns with the employee's needs and organisational objectives.
3. work in a group to plan and execute a project related to the tourism industry, reflecting on the group dynamics and individual contributions to the project.
4. create an ethical code of conduct for a tourism organisation and analyse the potential impact on employee motivation and organisational culture.

Suggested readings:

- Griffin, R. W., & Moorhead, G. (2021). *Organizational behavior: Managing people and organizations* (13th ed.). Boston, MA, Cengage Learning.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2021). *Fundamentals of management* (11th ed.). Boston, MA, Pearson.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human resource management: Gaining a competitive advantage* (12th ed.). New York, NY, McGraw-Hill Education.
- Snell, S. A., Morris, S. S., & Bohlander, G. W. (2020). *Managing human resources* (19th ed.). Boston, MA, Cengage Learning.
- Luthans, F., Luthans, K. W., & Luthans, B. C. (2020). *Organizational behavior: An evidence-based approach* (14th ed.). Charlotte, NC, IAP.

- Armstrong, M., & Taylor, S. (2017). Armstrong's handbook of human resource management practice (14th ed.). London, UK, Kogan Page.
- Bratton, J., & Gold, J. (2017). Human resource management: Theory and practice (6th ed.). London, UK, Palgrave.
- Clegg, S. R., Kornberger, M., Pitsis, T., & Mount, M. (2015). Managing and organizations: An introduction to theory and practice (4th ed.). Sage Publications Ltd., London, UK.

Notes:

1. Latest edition of the readings may be used.
2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.5)
Knowledge Traditions of India
Course Code: UH05
Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Knowledge Traditions of India UH06	4	3	1	0	Pass in class XII	NIL

Learning Objective:

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

Learning outcomes

Upon completion of this course:

1. Students will explore various aspects of Indian knowledge, including philosophy, literature, art, science, and spirituality.
2. The course will foster critical thinking skills by encouraging students to engage with diverse perspectives, evaluate strengths and limitations, and analyse texts, artworks, and philosophical arguments.

3. Students will explore how Indian philosophy, spirituality, and scientific ideas can contribute in the promotion sustainable living, and fostering holistic well-being.
4. The students will be able to understand and apply Indian knowledge to real-world situations.

Practical component

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

Syllabus

Unit I: Foundations of Indian Knowledge System

(4 weeks approx.)

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

Unit II: Indian Literary and Artistic Traditions

(4 weeks approx.)

Sanskrit Literature: exploration of classical texts, epics, plays, and poetry, social contexts, Sangam Literature, Bhakti movement: Literary texts, Indian Performing Arts, Study of treatise *Natyashastra*, *Shilpashashtra*, *Vashtushashtra* etc.

Unit III: Indian Scientific and Mathematical Contributions

(4 weeks approx.)

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

Unit IV: Spirituality and Indian Wisdom Traditions

(4 weeks approx.)

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

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

Essential Readings

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

Suggestive Readings

- Ansari, Saraf F.D., Sufi Saints and State Power, Cambridge University Press, 1992 Banerjea, J.N., Pauranic and Tantric Religion: Early Phase, University of Calcutta, Calcutta, 1966.
- Bhandarkar, R.G., Vaiṣṇavism, Śaivism and Minor Religious Systems, Indological Book House, Varanasi, 1965.
- Bhattacharya, N.N., Ancient Indian Rituals and Their Social Contexts, Manohar, Delhi, 1996 (1975)
- Brockington, J.L., Righteous Rama: the Evolution of an Epic, OUP, Delhi, 1984.
- Chakrabarti, Kunal, Religious Process: The Purāṇas and the Making of a Regional Tradition, OUP, Delhi, 2001
- Chakravarti, Uma, The Social Dimensions of Early Buddhism, OUP, Delhi, 1987.
- Champakalakshmi, R., From Devotion and Dissent to Dominance: The Bhakti of Tamil Alvars and Nayanars
- R.Champakalakshmi, eds, Tradition, Dissent and Ideology, OUP, Delhi, 1996, pp. 135-63.
- Olivelle, Patrick, The Early Upanishads: Annotated Text and Translation, OUP, Oxford, 1998.
- Chatterjee, Asim Kumar, A Comprehensive History of Jainism, 2 volumes, Firma KLM, Calcutta, 1984.
- Chattopadhyaya, B.D., Historical Context of the Early Medieval Temples of North India', in Studying Early India, Permanent Black, Delhi, pp. 153-171.
- Coomaraswamy, A.K., 'The Dance of Shiva' in The Dance of Shiva, Munshiram
- Currie, P.M., The Shrine and Cult of Muin-al –Din Chishti of Ajmer, New Delhi, 1989.
- Durkheim, Emile, The Elementary Forms of Religious Life, The Free Press, New York, 1995.
- Grewal, J.S, Contesting Interpretations of the Sikh Tradition, New Delhi, 1998
- Jaini, Padmanabh S. Gender and Salvation: Jaina Debates on the Spiritual Liberation of Women, Delhi, 1991.
*
- Wagle, N., Society at the Time of the Buddha, Bombay, 1966.
- Weber, Max, Religions of India, Delhi, 1968.

**COMMON POOL OF GENERIC ELECTIVE COURSE (GE)
FOR**

BA(VS) for TOURISM MANAGEMENT Students

SEMESTER-V

(Students can choose any GE courses other than the GE offered by their parent department)

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	0	12 th Pass	Nil

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

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

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

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

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

Unit 2: Office Environment

9 hours

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

Unit 3: Office Mechanization

9 hours

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

Unit 4: Office Supplies, Office Forms and Procurement

9 hours

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

Unit 5: Office Correspondence, Records Management and Banking

9 hours

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	0	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Introduction

9 hours

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

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

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

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

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

Unit 4: Responsible Production and Mindful Consumption

8 hours

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

Unit 5: Responsible Investment

8 hours

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

Exercises: The learners are required to:

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

cumulative impact of its outcome.

5. identify a company dealing with green bonds in India, analyse its business model. Prepare and present a report of its contribution to the environment.

Suggested Readings:

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

Additional Readings:

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

Notes:

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

Semester V

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

**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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail structures in existence.

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

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.
3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions

12 Hours

Planning- concept and meaning, Decision-making, Organisational structures- traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication-meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.
2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their decision-making processes, and analyze the effectiveness of their management strategies.
3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their

choice, such as fashion retail, electronics retail, or grocery retail. They can present their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- ☐ Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- ☐ Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- ☐ Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- ☐ Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publ. Co. Ltd., New Delhi.
- ☐ Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- ☐ Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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) Marketing Management and Retail Business
Semester V
GENERAL ELECTIVE COURSE (GE-5.2)
Basics of Retail Management

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	0	Pass in Class 12th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

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

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. categorised different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit 1 Basics of retail management 12

hours Concept, objective and functions of Retail Environment; Types of Retailing Formats-advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment

9 hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution: hours

12

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.

4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*, Cengagelearning, Andover, UK
- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford University Press.
- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.
-

List of GE's offered by Department of MATERIALS MANAGEMENT
(CVS)
Semester V

B.A. (VS) MATERIALS

**MANAGEMENT GE 5.1: Introduction
to Materials 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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

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

- discuss the conceptual framework of material management and can manage the materialmanagement process.
- explain both internal and external of material management, material managementactivities, functions and organizational structure;
- explain production processes, machines and tools used in industries.
- analyze the dynamics of inventory management's principles, concepts, and techniques asthey relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages**9 hours**

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting**9 hours**

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries , Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing**9 hours**

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining , Vendor relations, Purchasing Methods.

Unit 4: Inventory**9 hours**

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method) , Input and output of MRP system.

Unit 5: Materials handling and storage systems**9 hours**

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages with other functional areas of management. Prepare a explanatory note to be

presented to Director operations.

2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.
4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.
- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. PrenticeHall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.

- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision. Chapman Hall.
- Shah, N. M. (2000). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

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

B.A. (VS) MATERIALS
MANAGEMENTGE 5.2: Basics
of Purchase Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

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

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management 12

hours Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12

Hours Sources of supply:

vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form

used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting: 12 Hours

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase: 9 hours

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating systems help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.

4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailly, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.
- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

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

List of GEs offered by Department Small and Medium Enterprises (CVS)
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		
Launching a New Venture (GE-5.1)	4	3	1	0	12 th Pass	Nil

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	0	12 th 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:

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.

List of GEs offered by Department of Human Resource Management (CVS) **for All Vocational Courses** **Semester V**

GENERIC ELECTIVE COURSE (GE- 5.1)

Stress 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		
Stress Management (GE-5.1)	4	3	1	0	Pass in class 12 th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

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

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour as a consequence to stress.
4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress

7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress

10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress

10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention

9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress

9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.
4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.
- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication
- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

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

B.A. (VS) Human Resource Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)
Team Building and
Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

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

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.
3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams

8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team, Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team, Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building

8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model,
Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams –
Employee
First
Customer
Second.

Unit 5: Evaluation of Team Performance

8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to achieve desired goals of organisation. Also identify various training needs of your team in the process.
3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
4. Create a Team Charter of your team and provide it to your team member's.

students should collaborate with fellow classmates forming small groups to complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project. They should consider aspects such as communication, decision-making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior

5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2). 111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

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

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Unit 1: Risk and Uncertainty -

11 Hours

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects

12 Hours

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager.

Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk

12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview

10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management
Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	0	Pass in class 12th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

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

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

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

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) *Risk Management & Insurance* Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) *Fundamentals of Risk Management and Insurance*.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage

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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.

4. The student will also come to know about intangible cultural heritage like language and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects :(i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut-Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen’s Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa’s Abhigyanshakuntalam, Prakrit:Gatha Satasai, Indo-Persian Literature: Amir Khusro’s works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., The Wonder that was India. Volume I, New Delhi.
- Gupta S. P., Elements of Indian Art, DK Print World, 2007
- Brown Percy, Indian Architecture, Buddhist Hindu and Islamic, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): Perceptions of India’s Visual Past, AIIS, Delhi, 1994. • Asher Catherine, Architecture of Mughal India.
- Vatasayana Kapila; Indian Classical Dance, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. The History and Culture of the Indian People, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, Studies in Indian Temple Architecture; Chapter 1. AIIS, 1975.
- Deva, B.C., An introduction to Indian Music, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Tillotson G, Havelis of Rajasthan.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New

Jersey, N.D.

- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.
- Venkatasubramanian, T.K. Music as History in Tamil Nadu, Primus Books, Delhi, 2010.

Notes:

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

List of GEs offered by Department of Political Science (CVS) for All
Vocational Courses
Semester V

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture Practical	Tutorial				
Polity and Governance in India	4	3	1	0	NA	NA	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

- 1.To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s.To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to help undergraduates to analyse the impact of globalisation process on economy, polity, society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.

b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

a) Institutional Functioning: Prime Minister, Parliament and Judiciary.

b) Power Structure in India: caste, class and patriarchy,

c) Religion and Politics: debates on secularism and majoritarianism,

d) Parties and party system in India

Unit -4 (15 hours)

The Developmental Trajectory

a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.

b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)

Globalisation

a) Role of state in the era of Globalisation

b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings

Reading Indian State

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14

Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.

Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165

Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.

R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.

S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].

Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137

Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford University Press.

Subhash Kashyap (2017), Our Constitution: An Introduction to India's Constitution and Constitutional Law, New Delhi: National Book Trust.

V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

Fadia, B.L(2002): Indi and government and Politics, Sahitya Bhawan Publication, Agra,68-135

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) India Since Independence. New Delhi:

Penguin,599-630

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,111—180,309-446

Chandhoke, Neera (2019): Pluralism, Secularism, and Tolerance: Anxieties of Coexistence, New Delhi, Sage

Jayal, N. G& Mehta, P.B(2010): The oxford Companion to Politics in India, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): Politics and State in India, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) Indian Government and Politics New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):An Uncertain Glory: India and Its Contradiction, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):Globalization and Politics in India, New Delhi, Oxford University Press,90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) India Since Independence. New Delhi: Penguin.,442-598

Rao, M.S (2008): Social Movements in India, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): Social movements in India, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):Globalization and Politics in India, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):An Uncertain Glory: India and Its Contradiction, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) The Governance Discourse. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), Good Governance, Democratic Societies and Globalisation, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) Oxford Companion to Indian Politics. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): Governing Globalization: Issues and Institutions, Oxford University Press, New Delhi

GEs Pool for Students other than that of BA (VS) Tourism Management

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

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

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components

15 Hours

Definition and scope of tourism, Historical development and evolution of tourism, Tourism industry sectors and stakeholders, Trends and challenges in the tourism

industry, Tourism Systems and Components, The tourism system: demand and supply, Tourist behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and Practice (7th ed.)*. Pearson.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and*

- Recreation: Environment, Place and Space* (4th ed.). Routledge.
- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*. Routledge.
 - Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
 - Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
 - Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
 - Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

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

B.A. (VS) Tourism Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

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

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.
3. examine the economic impacts of tourism at the local destination.
Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism. Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive

and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12 Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/ historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.

- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

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

Tourism Management

Semester-VI

DSC	Tour operations and Business
	Ecotourism Management
	Business Tourism & Hospitality Management
DSE	Ethical, Cultural & Legal Framework of Tourism Industry
	Sustainable Tourism
	Historical Perspectives of Environmental Consciousness
	Revenue Management & Financial Essentials
	Ethics & Corporate Governance
<u>GE Pool for BA(VS) Tourism Management Students</u>	
1.	Office Operations
2.	Communication in Management
3.	Basics of Advertising
4	Consumer Behaviour and Decision Making
5.	Introduction to Warehouse Management
6.	Introduction to Supply Chain Management
7.	MSMEs Policy Initiatives and Institutional Framework
8.	Accounting for Entrepreneurship
9.	People Management
10.	Learning and Development
11	Basics of Life Insurance
12	Basics of non-Life Insurance
13	Cultural Diversity: Visual Arts, Popular Culture and Institutional Practices
14	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Tourism Management</u>	
1	Emerging Trends in Tourism
2.	Institutional Tourism Management

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.1)

Tour Operations and Business

Credit Distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Tour Operations and Business DSC 6.1	4	3	1	-	Pass in class 12th	-

Learning Objective

This course will provide an insight into the process of facilitation, Computerized Reservation System and Global Distribution System. The course is also aimed to describe the role of information technology in tourism, General Agreements on Trade in Services, issues relating to tourism laws and escorting ethics. This course will acquaint students with tour operation techniques.

Learning Outcomes:

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

1. develop an insight into origin of tour operation business. Determine the organizational structure of tour operation business and market trends in India.
2. comprehend the concept of tour packaging and costing. Further students would be able to design a costing sheet and calculate tour price.
3. demonstrate tour operational techniques and emergency procedures. Students would develop entrepreneurial characteristics and investigate career opportunities in tour operation business.
4. examine challenges faced by tour operators in tour operation business.

Unit-1

Tour Operation: An Introduction

12 Hours

Meaning of tour operation, Tour operation process, Evolution of tour operation business, Organizational structure of a tour company, The tour operator and types of tour operators, Tour operation business and market trends in India.

Unit-2

Tour Package Pricing and Costing

12 Hours

Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC and TCI. Tour operator's reservation procedure, Computerized Reservation System (CRS) and Global Distribution System (GDS).

Unit-3

Tour Operation Business

11 Hours

Departure, Hotel procedures, Aboard the coach, Activities in the bus, The driver relationship, Meeting individual needs, Group identification, Shopping, Sightseeing, Special interest, Free time, Emergency procedures, Entrepreneurship in travel operation and career in tour operation business.

Unit-4

Challenges in Tour Operation Business

10 Hours

Challenges in tour operation business, Service complexities & Service Quality, Incorporation with technological development, Maintaining the credibility of online presence, Data duplication, Expense management, Flood of enquiries.

Exercises:

The learners are required to:

1. discuss in group about the evolution and market trends of tour operation business in India.
2. plan tour packages of major tourist circuits of India and determine their cost.
3. assess the understanding of tour operation business and emergency procedures by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz).
4. visit tour operator's office and collect information regarding challenges faced by them in the present scenario.

Suggested Readings:

- Bennett, A., & J. W. Strydom. (2011). *Introduction to Travel and Tourism Marketing*. Zambia: Juta.
- Bhatia, A. K. (2012). *The Business of Travel Agency and Tour Operations Management*. India: Sterling Publishers Pvt. Limited.
- Bull, A. (2021). *The Economics of Travel and Tourism*. United Kingdom: Longman.
- Dhiman, M. C. & Chauhan, V. (2019). *Handbook of Research on International Travel Agency and Tour Operation Management*. United States: IGI Global.
- Holland, J., Leslie, D. (2017). *Tour Operators and Operations: Development, Management and Responsibility*. United Kingdom: CABI.

- Manoher, G., Negi, J. (2018). *Travel Agency Operations: Concepts and Principles*. India: Kanishka Publishers, Distributors.
- Mathur, L. N., Mathur, L. O., Mathur, A., Mathur, L. U. (2016). *Indian Tourism: Tourist Places of India*. India: Create Space Independent Publishing Platform.
- Mengu, C. (2020). *Operations Management and Strategies in Travel Industry: A Modern Concept*. (2020). Turkey: Yalin Yayincilik.
- Roday, S., Biwal, A., & Vandana, J. (2017). *Tourism Operations and Management*. India: Oxford University Press.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.2)

Ecotourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Ecotourism Management DSC 6.2	4	3	1	0	Pass in class 12th	-

Learning Objectives

After the completion of this course, learners will know about the principles and theories of ecotourism. The students will be able to know about environmentally responsible travel to relatively undisturbed natural settings that promotes biodiversity conservation and minimizes negative impacts. In addition, learners will be aware of the socio-economic benefits of eco-tourism to local communities. This course will provide a better understanding of best practices and opportunities to manage ecotourism. This course will further integrate the guiding principles of eco-tourism with other subsectors of the tourism industry.

Learning Outcomes

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

1. apply and analyze the guiding principles and theories of ecotourism during their travel to undisturbed natural settings.
2. evaluate current programs designed to promote conservation and preservation of ecotourism destinations.
3. analyze the benefits of ecotourism for the stakeholders of the ecotourism.
4. analyze the existing issues, challenges and trends in ecotourism management.
5. apply existing best management practices in various subsectors of ecotourism.
6. create new best management practices to manage ecotourism with other sub-sectors of the tourism industry.

Unit 1

Introduction

10 Hours

Fundamentals of ecology - Basic laws & ideas in ecology, Function, attributes and management of ecosystem, Biodiversity and its conservation, Pollution, Ecological foot prints, Relationship between tourism & ecology.

Unit 2

Ecotourism

10 Hours

Ecotourism- Evolution, principles, trends and functions of ecotourism, Mass tourism Vs Eco tourism, Ecotourism activities & impacts, Western views of ecotourism, Quebec declaration, Kyoto protocol, Oslo declaration.

Unit 3

Ecotourism Trends, Issues and Challenges

11 Hours

Conservation of protected area and management through ecotourism, Community participation- Types of participation, Issues and challenges, Case studies of some important ecotourism projects of India and abroad.

Unit 4

Ecotourism Practices

14 Hours

Ecotourism practices in Transportation, ecotourism practices in facilities (Reduce, Replace, Reuse, Recycle), Ecotourism practices in services (types, activities, and code of ethics), The ecotourists- types, and code of ethics, Eco-labeling and green-washing.

Exercises:

The learners are required to:

1. Visit natural areas and dedicate the travel to activities that promote the well-being like cleanups of hill stations and beaches etc.
2. visit to the destinations which are known for community-based tourism and prefer homestays that involves coexisting with a local family, learn and appreciate their culture and lifestyle and offer your help to care their natural surroundings and animals.
3. visit wildlife sanctuaries, national parks, biosphere reserves and other natural settings to offer volunteer activities.
4. involve in sustainable wilderness adventures.
5. visit nearby places to learn about natural and cultural heritage.
6. discuss cases of various ecotourism places of India and abroad.
7. evaluate the current state of a nearby ecotourism destination and develop suitable messages and appropriate media for educating stakeholders of ecotourism tourism.
8. develop responsible tourism practices for individuals, families, and groups and craft social media campaigns.

Suggested Readings:

- Buckley, R. (2003). *Case studies in ecotourism*. Cambridge: CABI.
- Buckley, R. ed. (2004). *Environmental impacts of ecotourism*. Oxfordshire: CABI.
- Bulbeck, C. (2005). *Facing the wild: ecotourism, conservation, and animal encounters*. London: Earthscan.
- Büscher B, Davidov V. (2013). *The Ecotourism-Extraction Nexus: Political Economies and Rural Realities of (Un) Comfortable Bedfellows*. Florence, Italy: Routledge.

- Ceballos-Lascurain, H. (1996). *Tourism, ecotourism, and protected areas*. Gland: IUCN.
- Diamantis, D. (2004). *Ecotourism: Management and Assessment*, London: Thomson.
- Fletcher, R. (2014). *Romancing the Wild: Cultural Dimensions of Ecotourism*. Durham, NC: Duke Univ. Press
- Fennell, D.A. (1999). *Ecotourism: an introduction*. London: Routledge.
- Lindberg, K. and D.E. Hawkins. (eds). (1993). *Ecotourism: a guide for planners and managers*. North Benninton: The Ecotourism Society.
- Newsome D, Moore S.A, Dowling R.K. (2013). *Natural Area Tourism: Ecology, Impacts and Management*. Bristol, UK: Channel View Publication.
- Mowforth M, Munt I. (2015). *Tourism and Sustainability: Development, Globalisation and New Tourism in the Third World*. New York: Routledge. 4th ed.
- Page, S.J. and R.K. Dowling. (2002). *Ecotourism*. New York: Prentice Hall.
- Smith, J. (2023). *Ecotourism: Exploring Nature's Wonders*. Toronto: Green Press.
- Wearing, S. and J. Neil. (1999). *Ecotourism: impacts, potentials, and possibilities*. Oxford: Butterworth-Heinemann.
- Weaver, D. (2001). *Ecotourism*. Milton: John Wiley & Sons.
- Gössling, S., Scott, D., & Hall, C. M. (2020). *Tourism and water: Interactions and impacts*. UK: Channel View Publications.

Additional Readings:

- Higham, J., & Lück, M. (2021). *Marine ecotourism*. In *The Routledge Handbook of Ecotourism* (pp. 112-128). Routledge.
- Buckley, R. (2021). *Tourism and environmental sustainability*. In *The Routledge Handbook of Ecotourism* (pp. 42-56). Routledge.
- Stronza, A., & Gordillo, J. (2019). *Community-based ecotourism: A framework for the Americas*. In *Tourism and the Sustainable Development Goals* (pp. 275-293). Channel View Publications.
- Besculides, A., Lee, M. E., & McCormick, P. J. (2002). *Residents' perceptions of the cultural benefits of tourism*. *Annals of Tourism Research*, 29(2), 303-319.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.3)

Business Tourism and Hospitality Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Business Tourism and Hospitality Management DSC- 6.3	4	3	1	0	Pass in class 12th	-

Learning Objectives

The objective of this course is to make the students aware about the various aspects of business tourism and hospitality. The course will deal with various aspects of event management, hotel operation and Meetings, Incentives, Conferences/Conventions and Exhibitions (MICE). This course will help the students in serving the burgeoning Mice sector which requires professionally trained young man powers. The course is also prescribed to appraise students about the tourism resources of important countries like US, Australia, South Africa and important European countries.

Learning Outcomes:

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

1. comprehend the importance of business travel and its types. Develop travel business through events, of business tourism. Explain the role of travel agency in the management of conference.
2. examine role of Meetings, Incentives, Conferences/Conventions and Exhibitions (MICE) in tourism industry.
3. differentiate between different departments of the hotel and discuss importance of hospitality in the development of tourism.
4. analyze the functioning of major hotel chains in India. Comparative analysis of hotels in India with Switzerland, South Africa, China, US, Australia and France.

Unit-1

Introduction to Business Travel

12 Hours

Business Travel, Categories of Business Travel. Business Tourism Market. Role of Events in the promotion of Tourism. Types of Events - Cultural, Festival, Religious and Business. Role of travel agency in the management of conferences. History and functions of India Convention Promotion Bureau (ICPB) and International Congress and Convention Association (ICCA).

Unit-2

MICE Industry

11 Hours

Concept of MICE, Introduction of Meetings, Incentives, Conferences/Conventions and Exhibitions. Staging Events- Theming and event design, choice of venue, audience. The Stage - Power, Lights, Sound. Audio-visual, Catering and Hospitality.

Unit-3

Hotel Operations

11 Hours

Departments of Hotel Operations and Room Division Viz. Front Office, House Keeping, Food and Beverage. Role of Hospitality in development of tourism industry, Customer Satisfaction and Customer Handling.

Unit 4

Hotels Chains in India

11 Hours

Major Hotel chains in India – The Taj Group of Hotels, ITC Hotels, The Oberoi Group, Lemon Tree Hotels etc, and Heritage Hotels. Lessons to be learnt from other countries experiences with special reference to China, Sri Lanka, South Africa, Indonesia, Brazil, Russia.

Practical Exercises:

The learners are required to:

1. demonstrate types of events and its role in in the promotion of tourism using a power point presentation.
2. conduct a case study in MICE and make a detailed report on VIRASAT (cultural festival of Uttarakhand)
3. assess the understanding of major departments of hotel like front office, housekeeping, food and beverage by objective and subjective evaluation (Class test, assignments, MCQs, Fill in the blanks and quiz).
4. make an assignment on the major hotels in India and compare it with hospitality services provided by China, Sri Lanka, South Africa, Indonesia, Brazil, Russia.

Suggested Readings:

- Andrews, S. (2017). *Textbook of Front Office Management and Operations*. New York: McGraw Hill Education.

- Batabyal, D., & Das, D. K. (2019). *Global Trends, Practices, and Challenges in Contemporary Tourism and Hospitality Management*. United States: IGI Global.
- Holloway, J. C., Humphreys, C. (2020). *The Business of Tourism*. India: SAGE Publications.
- Kotler, P., Bowen, J. T., & Baloglu, S. (2021). *Business tourism and hospitality*. India: Pearson.
- Lashley, C. (2009). *Hospitality Retail Management*. United Kingdom: Taylor & Francis.
- Morrison, A. M. (2023). *Hospitality and Travel Marketing*. New York: Taylor & Francis.
- Ninemeier, J. D., Miller, A. A., & Hayes, D. K. (2016). *Hotel Operations Management*. United Kingdom: Pearson.
- Rahman, I., Reynolds, D. R., Reynolds, D. E., Barrows, C. W. (2021). *Introduction to Hospitality Management*. United Kingdom: Wiley.
- Swarbrooke, J., Horner, S. (2012). *Business Travel and Tourism*. United Kingdom: Taylor & Francis.
- White Flag Media & Communications. (2011). *Hotels & Resorts in India*. India.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.1)

Ethical, Cultural and Legal framework of tourism industry

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Ethical, Cultural and Legal framework of tourism industry DSE-6.1	4	3	1	-	Pass in class 12th	-

Learning Objectives:

This course will develop an understanding of the ethical, cultural and legal considerations in the tourism industry, the learners will know about the applications of national and international guidelines related ethics in the tourism planning and development process. The students will also learn about the challenges related to sustainability and responsible tourism practices, and ethical issues in tourist behaviour and interaction with host communities. Through this course will be able develop their deep understanding about the cultural issue such as cultural sensitivity, Cultural authenticity and commodification and cultural impacts of tourism on the destination. This course will familiarize the students about the legal framework governing the tourism industry such as Consumer Protection Act, laws related to protection and conservation of heritage and environment and laws relating to tourists' operations. This course highlights the applications of various certification, accreditation schemes and Intellectual Property Rights in the tourism industry.

Learning Outcomes:

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

1. evaluate ethical issues, cultural sensitivity, and legal frameworks relevant to the tourism industry.
2. analyze the international frameworks and guidelines, such as the Global Code of Ethics for tourism and the UNESCO (United Nations Educational Scientific and Cultural Organization) World Heritage Convention for tourism organizations and professionals.
3. evaluate various ethical considerations in tourism planning and development.
4. evaluate the ethical challenges related to sustainability and responsible tourism practices.
5. evaluate ethics in tourist behaviour and interaction with local communities.
6. analyze the cultural issue such as cultural sensitivity, Cultural authenticity and commodification.

7. evaluate the cultural costs and benefits of tourism and intercultural communication in tourism at different tourism destination.
8. analyze the legal regulations and frameworks such as Consumer Protection Act, laws related to protection and conservation of heritage and environment, and laws relating to other tourism operations.
9. apply and analyze the applications of Intellectual Property Rights in the tourism industry.
10. evaluate various certification and accreditation schemes related to the tourism industry.

Unit-1

Introduction to Ethics, Culture, and Legal Issues in Tourism

10 Hours

Definition and importance of ethics, culture, and legal frameworks in the tourism industry, Ethical principles and theories applicable to tourism, UNWTO's global code of ethics for tourism, Cultural aspects and their impact on tourism, Legal regulations and frameworks governing the tourism industry. (Ethics and culture from Indian now edge system)

Unit-2

Ethical Issues in Tourism

10 Hours

Ethical considerations in tourism planning and development, Ethical responsibilities of tourism organizations and professionals, Ethical challenges related to sustainability and responsible tourism practices, Ethics in tourist behavior and interactions with local communities.

Unit-3

Cultural Issues in Tourism

8 Hours

Cultural heritage and its preservation in the tourism context, Cultural authenticity and commodification, Cultural costs and benefits of tourism on the destination, Cultural sensitivity and intercultural communication in tourism, The United Nations Educational Scientific and Cultural Organization World Heritage Convention (the UNESCO World Heritage Convention).

Unit- 4

Legal Framework of the Tourism Industry

17 Hours

Laws and regulations specific to the tourism industry: Regulations of Archaeological Survey of India, Relevance of Consumer Protection Act in tourism business, Laws relating to protection and conservation of heritage and environment, Laws relating to passenger safety, Foreign Exchange Management Act (FEMA), Foreigners Act 1946, Passport Act 1967. Intellectual property rights and their implications in tourism, Tourism certification and accreditation schemes.

Exercises:

The learners are required to:

1. conduct research on ethical issues in tourism, such as exploitation, human rights violations, and environmental impacts.
2. analyze and discuss case studies highlighting ethical dilemmas in the tourism industry.

3. create ethical guidelines and codes of conduct for tourism operators, travel agencies, and other stakeholders.
4. design and present cultural awareness training programs for tourism professionals to enhance their understanding and appreciation of local cultures.
5. participate in group discussion and case studies on local, national, and international laws and regulations related to tourism.
6. prepare and present PowerPoint Presentation related to legal compliance, such as permits, licenses, health and safety standards, and employment laws in the tourism industry.
7. participate in industry conferences, workshops, and forums to know about the best practices and contribute to discussions on ethical, cultural, and legal aspects of tourism.
8. collect and analyze data to measure the effectiveness of ethical, cultural, and legal frameworks in achieving sustainable tourism goals.
9. prepare reports and recommendations based on findings, and propose strategies for continuous improvement.

Suggested Readings:

- Cohen, G. (2014). *Patients with Passports: Medical Tourism, Law and Ethics*. USA: Oxford University Press.
- Fennell, D.A. (2016). *Tourism Ethics*, London: Routledge.
- Gupta, S.K, (2016). *Foreign Exchange Laws and Practice*. New Delhi: Taxman Publications.
- Hall, C. M., & Sharples, L. (Eds.). (2017). *The Routledge Handbook of Tourism Ethics*. London: Routledge.
- Leslie, D., & Sigala, M. (Eds.). (2020). *Ethical and Responsible Tourism: Managing Sustainability in Local Tourism Destinations*. Oxford: Goodfellow Publishers.
- Malik, S.S, (1997). *Ethical, Legal and Regulatory aspects of Tourism Business*. New Delhi: Agam Kala Prakashan.
- McIntosh, A. J., & Zahra, A. (Eds.). (2019). *Tourism Ethics: Theory and Practice*. Bristol: Channel View Publications.
- Novelli, M. (2019). *Niche Tourism: Contemporary Issues, Trends, and Cases*. London: Routledge.
- Page, S. J., & Connell, J. (2021). *Tourism: A Modern Synthesis (5th ed.)*. Boston: Cengage Learning.
- Riley, M. (2013). *Human resource Management in the Hospitality and Tourism Industry*. Oxford: Elsevier Ltd.
- Sajnani M, (2016). *Indian Tourism Business, a Legal Perspective*. New Delhi: Gyan Publishers.
- Shrivastava, A. (2010), *Tourism ethics*. U.K.: Centrum Press.
- Velasquez, M. G., (2013). *Business Ethics Concepts and Cases*, London: Pearson.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSE- 6.2)
Sustainable Tourism

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
Sustainable Tourism DSE 6.2	4	3	1	-	Pass in class 12th	-

Learning Objectives:

This course possesses an expanded understanding of the principles, concepts, and frameworks related to sustainable tourism and its significance in the context of the tourism industry. This course examines national and international policies, frameworks, certification and best practices related to sustainable tourism planning, development, and management. This course equips the learners to identify and evaluate the environmental effects of tourism activities, including issues such as biodiversity conservation, natural resource management, waste management, and climate change. Further this course provides the knowledge of the socio-cultural dimensions of sustainable tourism such as cultural impacts of tourism on local communities, including issues of cultural preservation, community empowerment, social equity, and cultural heritage protection. The students will know about the role of National Institution for Transforming India Ayog (NITI Ayog) in Monitoring Sustainable Development Goals (SDGs) in India.

This course also focuses on economic aspects of sustainable tourism such as the economic benefits and challenges associated with sustainable tourism, including strategies for maximizing local economic benefits, addressing economic leakage, promoting sustainable livelihoods, and fostering public-private partnerships. The learners will acquire the knowledge and skills in developing effective marketing and communication strategies to promote responsible tourism practices, engage tourists, and raise awareness about sustainable destinations and activities.

Learning Outcomes:

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

1. critically evaluate the key theoretical perspectives in relation to sustainable tourism.
2. apply sustainable tourism practices and strategies in planning and development.
3. critically evaluate various quality practices in sustainable tourism through case studies.
4. identify and critically evaluate the environmental, socio-cultural and economic impacts of different forms of tourism.

5. critically analyze how the principles of sustainable tourism can minimize the negative impacts of tourism and how these principles can be applied in contemporary tourism practices.
6. analyze the role of National Institution for Transforming India Ayog (NITI Ayog) in monitoring Sustainable Development Goals (SDGs),
7. analyze the collaborative role of various stakeholder including host community in sustainable tourism initiatives.
8. analyze effective marketing and communication strategies for sustainable tourism.

Unit 1

Introduction to Sustainable Tourism

8 Hours

Definition and principles of sustainable tourism, Historical context and evolution of sustainable tourism, The triple bottom line approach (economic, social, environmental), Key stakeholders in sustainable tourism, United Nations Sustainable Development Goals (SDGs)

Unit 2

Sustainable Tourism Policies and Practices

15 Hours

National and international frameworks for sustainable tourism, Certification and accreditation systems (e.g., Green Globe, Earth Check), Best practices in sustainable tourism planning and development: Initiating renewable energy assessments, advising on the latest low or zero-carbon technologies, Ethical and responsible tourism practices, Engaging tourists in sustainable practices, Case studies of successful sustainable tourism destinations.

Unit 3

Environmental and Socio-cultural Considerations in Sustainable Tourism

11 Hours

Conservation and preservation of natural resources, Biodiversity and ecosystem protection, Climate change and carbon footprint reduction, and waste management practices.

Socio-cultural impacts of tourism on local communities, Respect for local customs, traditions, and cultural heritage, Community involvement and empowerment. Role of National Institution for Transforming India Ayog (NITI Ayog) in Monitoring Sustainable Development Goals (SDGs) in India.

Unit 4

Economic and Marketing Aspects of Sustainable Tourism

11 Hours

Economic benefits and challenges of sustainable tourism, Economic leakage and strategies for maximizing local economic benefits, Tourism diversification and sustainable livelihoods, Public-private partnerships and collaboration.

Marketing and Communication for Sustainable Tourism: Branding and positioning, Effective communication strategies for promoting sustainable tourism.

Practical Exercises

The learners are required to:

1. conduct a sustainability assessment of a tourism destination, identifying its strengths and areas for improvement.
2. develop a sustainable tourism plan for a specific location, considering environmental, social, and economic factors.
3. Visit a nearby tourism destination and analyze the impacts of a tourism development project on local communities and propose measures for mitigation.
4. create a marketing campaign promoting responsible tourism practices and sustainable attractions.
5. participate in a stakeholder engagement exercise, simulating a real-world sustainable tourism project.
6. visit a sustainable tourism destination and analyze its practices, policies, and community engagement strategies.
7. prepare a research paper on a contemporary issue or challenge in sustainable tourism, proposing innovative solutions.

Suggested Readings:

- Benckendorff, P. & Lund-Durlacher, D. (2013). *International Cases in Sustainable Travel and Tourism*. Oxford: Goodfellow Publishers.
- Cater, C. I., Garrod, B. and Low, T. (2015). *The Encyclopedia of Sustainable Tourism*. Oxfordshire, U.K. CABI Publishing
- Fennell, D. A. (2020). *Ecotourism*. London: Routledge.
- Holden, A (2013). *Tourism, Poverty and Development*. London: Routledge.
- Manente, M, Minghetti, V, & Mingotto, E. (2014). *Responsible Tourism and CSR: Assessment Systems for Sustainable Development of SMEs in Tourism*. Cham: Springer.
- Mowforth M, Munt I. (2015). *Tourism and Sustainability: Development, Globalisation and New Tourism in the Third World*. New York: Routledge. 4th ed.
- Paterson, C. (2016). *Sustainable Tourism: Business Development, Operations, and Management*. Leeds: Human Kinetics, Inc.

Additional Readings:

- Stronza, A., & Gordillo, J. (2019). *Community-based ecotourism: A framework for the Americas*. In *Tourism and the Sustainable Development Goals* (pp. 275-293). Channel View Publications.
- Web resources:
- Website of NITI Ayog- Url- <https://www.niti.gov.in/verticals/sustainable-dev-goals>
- Website of NITI Ayog- Url- <https://www.niti.gov.in/sdg-vertical>

Notes:

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

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.3)

Ethics And Corporate Governance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Ethics and Corporate Governance DSE-6.3	4	3	1	-	12th Pass	Nil

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. analyse 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:

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

B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.4)

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Historical Perspectives on Environmental Consciousness	4	3	1	0	Pass in class XII	NIL

Learning objective:

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

Learning Outcomes-

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

UNIT I: An Introduction to History of Environment

(4 Weeks approx.)

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

Unit II: Social Perspectives on Environment: Ancient to Medieval Times

(4 Weeks approx.)

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

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

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

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

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

Practical Exercises:

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

Essential Readings

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

Suggestive readings-

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

- Chakrabarty, Dipesh (2021), The Climate of History in a Planetary Age. Chicago: The University of Chicago Press.

**B.A. (VS) Tourism Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.5)**

Revenue Management and Financial Essentials

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		
Revenue Management and Financial Essentials DSE: 6.5	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

- Understand the importance of revenue management and financial management in the tourism industry
- Learn to develop effective pricing strategies and revenue optimization techniques
- Understand forecasting techniques and tools for demand analysis
- Understand basic accounting principles, financial statements, and cost accounting
- Learn how to perform financial analysis and use financial ratios for decision making
- Develop skills in budgeting and financial planning for tourism operations

Learning outcomes:

- Develop a plan for implementing revenue management and financial management strategies in a tourism operation, considering factors such as competition, seasonality, and customer behavior. Unit 1
- Apply pricing strategies and revenue optimization techniques to a case study of a tourism business, analyzing the impact on revenue, customer satisfaction, and market share. Unit 2
- Use demand forecasting tools to analyze the impact of different scenarios on a tourism business, such as changes in pricing, marketing, and customer segmentation. Unit 3
- Analyze financial statements and perform cost accounting for a tourism business, identifying areas for improvement and making recommendations for cost reduction and revenue enhancement. Student will be able to prepare a cost sheet for any tour to be organised by you as a tour operator. Unit 4

- Analyze financial data for a tourism business and use financial ratios to make decisions related to pricing, marketing, investment, and resource allocation. Unit 5
- Develop a budget and financial plan for a tourism business, considering factors such as capital expenditures, operating costs, revenue projections, and risk management. Unit 5

Unit 1: Introduction to Revenue Management and Financial Management 9 hours

Definition and Importance of Revenue Management and Financial Management in Tourism, Differences between Revenue Management and Financial Management, Revenue Management in Tourism: Key Concepts and Strategies, Financial Management in Tourism: Key Concepts and Strategies

Unit 2: Pricing Strategies and Revenue Optimization 6 hours

Types of Pricing Strategies, Setting Prices in Tourism, Revenue Optimization Techniques, Managing Overbooking and No-shows.

Unit 3: Forecasting and Demand Analysis 10 hours

Forecasting Techniques for Tourism Demand, Tools for Demand Analysis, Seasonality and Its Impact on Revenue Management, different types of budgets, Forecasting and Budgeting in Tourism, Forecasting Techniques, Budgetary control

Unit 4: Financial Analysis and Budgeting 10 hours

Understanding Financial Statements, Cost Accounting and Its Importance, cost concepts, classification of cost, components of cost and preparation of cost sheet, CVP analysis, Financial Analysis and Ratios, Budgeting and Financial Planning,

Unit 5: Case Studies and Practical Applications 10 hours

Case Studies on Revenue Management and Financial Management in Tourism, Application of Revenue Management and Financial Management Principles in Tourism Operations, Challenges and Opportunities in Revenue Management and Financial Management in Tourism, Key Performance Metrics for Revenue Management and Financial Management, Ethical Considerations in Revenue Management and Financial Management, Sustainability and Its Impact on Revenue Management and Financial Management

Practical exercises:

1. You are the revenue manager of a hotel that caters to both leisure and business travelers. Develop a plan for implementing revenue management and financial management strategies that will increase revenue and profitability for the hotel. Consider factors such as competition, seasonality, and customer behavior. Include specific strategies for pricing, inventory management, and distribution channels.
2. You are the revenue manager of a tour operator that specializes in adventure travel. Use demand forecasting tools to analyze the impact of different scenarios on the business, such as changes in pricing, marketing, and customer segmentation. Develop a demand forecast for the next six months and adjust your pricing and marketing strategies accordingly.

3. You are the financial manager of a travel agency that specializes in group tours. Analyze the financial statements of the agency and prepare a cost sheet for a hypothetical tour. Identify areas for improvement and make recommendations for cost reduction and revenue enhancement.
4. You are the financial analyst of a hotel chain that is expanding internationally. Analyze financial data for the chain and use financial ratios to make decisions related to pricing, marketing, investment, and resource allocation. Develop a report that outlines your findings and recommendations.
5. You are the financial planner of a tourism business that is launching a new product. Develop a budget and financial plan that takes into account factors such as capital expenditures, operating costs, revenue projections, and risk management. Use sensitivity analysis to assess the impact of different scenarios on the financial performance of the business.

Suggested Readings:

- Agnihotri, S. (2022), Financial analysis and reporting, A.K. Publications. New Delhi.
- Kasavana, M. L., & Brooks, R. M. (2016). Managing Front Office Operations. American Hotel & Lodging Educational Institute.
- Hayes, D., & Miller, A. (2011). Revenue management for the hospitality industry. John Wiley & Sons.
- Jin, N., & Lee, S. (2018). Financial management for hospitality decision makers. Routledge.
- Kasavana, M. L., & Brooks, R. M. (2016). Managing Front Office Operations. American Hotel & Lodging Educational Institute.
- Kimes, S. E. (2016). Hospitality revenue management. American Hotel & Lodging Educational Institute.
- Laudon, K. C., & Laudon, J. P. (2016). Management information systems: Managing the digital firm. Pearson.
- Singh, S. (2023). Cost accounting. Kitab mahal, New Delhi
- Singh, S. (2016). Management accounting, PHI learning. New Delhi.
- Singh, S. & Kaur, R. (2022). Basic Financial management. Scholar Tech. New Delhi.
- Singh, S.K. & Gupta, L. (2023) Basic management accounting. A.K. Publications. New Delhi.

Notes:

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

COMMON POOL OF GENERIC ELECTIVE COURSE (GE)

FOR

BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)

SEMESTER-VI

(Students can choose any GE courses other than the GE offered by their parent department)

List of GEs offered by Department of Tourism Management (CVS)

Semester VI

GENERIC ELECTIVE COURSE (GE -6.1)

B.A. (VS) Modern Office Management

Semester VI

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)

Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

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

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

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

**Unit 1: Fundamentals of front office operations
hours**

9

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

Unit 2: Front Office Management **9**
hours

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

Unit 3: Middle Office Operations **9**
hours

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

Unit 4: Back Office Operations **9**
hours

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

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

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

Practical Exercises:

The learners are required to:

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

Suggested Readings:

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

- Pillai, R.S.N and Bagavathi, (2013). *Office Management*. S. Chand & Company Ltd, New Delhi.

Notes:

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

List of GEs offered by Department of Modern Office Management (CVS)

Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)

Communication in Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	0	12th Pass	-

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

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

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

Course Contents:

Unit 1: Introduction to Communications

10 hours

Meaning and Objectives of Communication. Process of Communication. Forms of communication: formal and informal; upward, downward, diagonal and lateral. Role

of a Manager. Barriers to effective Communication and Overcoming them. Effectiveness in Managerial Communication. Make use of grapevine. Role of verbal and non-verbal communication; interpreting non-verbal communication.

Unit 2: Listening

5 hours

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

Unit 3: Oral and Written Communication

10 hours

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

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

Unit 4: Group Discussion

10 hours

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

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

Unit 5: Meetings

10 hours

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

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

Exercises: The learners are required to:

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

Suggested Readings:

- Bell, R. L. & Martin, J. S. (2019) *Managerial Communication*. Business Expert Press.
- Gupta, Alpana & Gupta. S. M. (2016), *Effective Business Communication*, Viva Books Originals
- Sengupta. (2011). *Business and Managerial Communication*, Prentice Hall

India Learning Private Limited, New Delhi

- Lesikar, R.V. & Flatley, M.E.; (2008) *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Thimmaiah, N. Babitha & Reddy, P. Chandrika Reddy. (2020). *Managerial Communication*, Thakur Publications Pvt. Co. Ltd. Bengaluru. India
- Ludlow, R. & Panton, F., (1992) *The Essence of Effective Communications*, Prentice Hall of India Pvt. Ltd., New Delhi.
- Bhatia, R. C. (2008), *Business Communication*, Ane Books Pvt Ltd, New Delhi.
- Scot, O., (2004), *Contemporary Business Communication*. Biztantra, New Delhi
- Madhukar R. K. (2011), *Business Communication*, Vikas Publishing, New Delhi

Notes:

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

List of GE's offered by Department of Marketing Management and Retail Business
(CVS)
Semester VI

GENERAL ELECTIVE COURSE (GE-6.1)
Basics Of 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		
Basics Of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

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

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used by brand promoters in the market.
3. describe the role and types of advertising agencies.
4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies :

9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising

12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.
- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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) Marketing Management and Retail Business

Semester VI

GENERAL ELECTIVE COURSE (GE-6.2)

Consumer Behaviour And Decision Making

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	0	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

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

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; distinguish between customer and consumer; the role of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experiencer and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional

- campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
 4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and Sons
- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHILearning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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

List of GEs offered by Department of MATERIALS MANAGEMENT (CVS)
Semester VI

GE 6.1: Introduction to Warehouse 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

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

1. Recognize the need for warehousing in today's competitive environment and how supply chaintrends are impacting the design and operation of warehouses.
2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouseoperation.
3. Develop strategies for improving receiving and issuing material operations, including the use ofbarcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finishedgoods, and MRO.

5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width-finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)
– Handling time –vehicle utilization –number of loads completed –congestion – Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost

of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewarehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in anywarehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation*

and Organisation of Warehouse and Order Picking Systems [With CDROM]. Springer Verlag.

- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasing and Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply Chain Management*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principles and Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and Distribution Management: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas Publication House Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. Lucie Press.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. Palgrave Macmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

GE 6.2 Introduction to Supply Chain 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

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

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain:

Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations

9 hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement

9 hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics (KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management

9 hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic

Perspective. Macmillan, Hampshire.

- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

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

List of GE's offered by Department Small and Medium Enterprises (CVS)
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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12 th Pass	Nil

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	0	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

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.**
-

List of GEs offered by Department of Human Resource Management
(CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE- 6.1)
People Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	0	12th Pass	Nil

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

Learning Outcomes:

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

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making - steps, managing your Manager, Evaluating and

building a personal development plan for oneself.

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

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

Unit 4: Managing Evaluation and Assessment

10 hours

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

Unit 5: Leading People & Resolving Conflicts

8 hours

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

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.
3. participate in simulation exercise on preparing a workload plan in an organisation

- based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
 5. Simulate role play of 360-degree appraisal in groups (as formed in previous activity) and appraising the performance of each member of the group.
 6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
 7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

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

B.A. (VS) Human Resource Management
Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)
Learning And Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

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

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development

9 hours Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment

9 hours Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided

instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies

9 hours

Development techniques for enhancing decision-making and interpersonal skills, case study, in- basket exercise, special projects, action learning, syndicate work, games, action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling

9 hours

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

Exercises:

The learners are required to:

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

List of GEs offered by Department of Insurance Management (CVS)
Semester VI

B.A. (VS) Insurance Management
Semester VI
GENERIC ELECTIVE COURSE (GE- 6.1)
Basics of Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	0	Pass in class 12 th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

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

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement

11

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance

10 Hours

Professional ethics and standards, Disclosure and transparency in sales practices, Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)
2. make a matrix representing the type of insurance policy, its features and the needs of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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) Insurance Management
Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)

Basics of Non-Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

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

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life

insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).
2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasanee, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture &
Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures (12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern (12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture (12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions (09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon

- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	-	12 th Pass	NIL	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
 - 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
 - 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
 - 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
 - 5: To provide students with an understanding to look at theoretical approaches to public policy.
 - 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen- administration interface
- By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.

Chakravabarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.

Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.

Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan , New Delhi.

Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.

Yadav, Sushma(2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.

Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.

Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.

Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.

Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.

Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.

Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.

Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216

Bhattacharya, M(2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323

Caiden, N (2004): Public budgeting Amidst Uncertainty and instability, in Shafritz, J. M&Hyde, A. C(eds) Classics of Public Administration, Cengage Learning.

Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M& Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.

Bhattacharya, M (2001), *New Horizons in Public Administration*, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, *Public Policy*, sage ,new delhi 2016.
 Shaktidhar, S.L., *Budgeting in India*, I.I.P.A, New Delhi, 1960.
 Sir Herbert, *The British Budgetary System*, London, Allen & Unwin Ltd. 1959.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Awasthi, A & Maheshwari (2003), *Public administration*, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), *Public Administration in Globalising World*, Sage, New Delhi, 1-43.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Maheshwari, M (2003): *Administrative Thinkers*, Macmillan Publishers, New Delhi, 97-174, 210-279.
 Prasad, D.R Prasad, V.S & Satyanarayana, P(ed) (2006): *Administrative Thinkers*, Sterling Publishers ,New Delhi, 22-151.
 Sharma, M.P. & Sadana, B.L (2009): *Public administration in Theory and Practice*, Kitab Mahal, New Delhi, 128-143.
 Polinaidu, S (2010): *Public Administration*, Galgotia publication, New Delhi, 563-587.
 Sapru, R.K (2012) 'Public Policy' sterling publisher, New Delhi, 1-23, 60-92, 133-172.
 Singh, K. (2003). *Aid and Good Governance*, A discussion paper on the reality of aid.
 Stroker, G. (1998), *Governance as theory: five propositions*, *International social science journal*, Vol. 50 , No. 1: 17-28.
 Ramesh K Arora, *Public Administration in India Tradition, Trends and Transformation*, Paragon International Publishers, 2006.
 L.d. White, *Introduction to the Study of Public Administration*, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) *Decentralisation: Institution and Political in Rural India*, Oxford University press, New Delhi
 E Governance (2004): *The New Age*, APH publishers.
 Sharma, P.K & Deveshwar, M (2007) 'Right to Information in India' in Singh, S and Sharma. P (eds) *Decentralisation: Institution and political in Rural India*, Oxford University press, New Delhi
 Vasu Deva, (2005) *E governance in India: A Reality*, Commonwealth publisher.

GE Pool for Students other than that of BA (VS) Tourism Management

Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	0	Pass in Class 12th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and*

Issues in Global Tourism Supply and Demand, Routledge Taylor & Francis Group, London, UK.

- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

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

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10 Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities

15 Hours

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette

12 Hours

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.
- Inskeep, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.
- Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: Cengage Learning.
- Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
- Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
- Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

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

UNIVERSITY OF DELHI

UNDERGRADUATE

CURRICULUM

FRAMEWORK–2022

BASED ON NEW EDUCATION

POLICY,2020

B.A (Vocational Studies)

MODERN OFFICE

MANAGEMENT

College of Vocational Studies

Modern Office Management

Semester-V

<u>DSC</u>	Advanced Phonography-II
	Managerial Communication
	Basic Financial Management
<u>DSE</u>	Conflict Management at workplace
	Cyber Crimes and Laws
	Entrepreneurship Development
	Knowledge Traditions of India
<u>GE Pool for BA(VS) Modern Office Management Students</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment
3.	Essentials of Management and Retail Essentials
4	Basics of Retail Management
5.	Introduction to Materials Management
6.	Basics of Purchase Management
7.	Launching a New Venture
8.	Management of Small Business Enterprises
9.	Stress Management
10.	Team Building and Development
11	Risk Management and Insurance
12	Introduction to Insurance
13	Cultural Diversity: Tangible & Intangible Heritage
14	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Modern Office Management</u>	
1	Modern Office Management
2	Sustainable Development

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Advanced Phonography-II (DSC-5.1)	4	2	-	2	12th Pass	Knowledge of Basic Phonography

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

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

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

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

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

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

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

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

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

Suggested Readings

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Managerial Communication DSC-5.2	4	3	1	-	12th Pass	-

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

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

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

Unit 1: Introduction to Communications

10 hours

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

Unit 2: Listening

5 hours

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

Unit 3: Verbal communication

10 hours

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

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

Unit 4: Group Discussion

10 hours

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

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

Unit 5: Meetings:

10 hours

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

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

Exercises: The learners are required to:

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

Suggested Readings:

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

Notes:

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

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

**DISCIPLINE SPECIFIC CORE COURSE- DSC 5.3
Basics of Financial Management**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Financial Management DSC-5.3	4	3	1	-	12th Pass	Nil

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

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

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

Unit 1: Financial Management: An Overview

3 Hours

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

Unit 2: Capital Budgeting Decision

12 hours

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

Unit 3: Cost of Capital and Financing Decision

15 Hours

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

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

Unit 4: Dividend Decision

6 Hours

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

Unit 5: Working Capital Decision

9 Hours

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

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

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

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) Modern Office Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE-5.1
Conflict Management at Workplace
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Conflict Management at workplace (DSE-5.1)	4	3	1	-	Pass in class 12th	Nil

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

Learning Outcomes:

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

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

Unit 1: Introduction: Concept and Theories

9 hours

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

Unit 2: Approaches and Strategies of Dealing with Conflicts

9 hours

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

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

Unit 3: Methods of Conflict Resolution

9 hours

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

Unit 4: Skills and Techniques for Conflict Management

9 hours

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

Unit 5: Role of Managers in Conflict Management

9 hours

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

Practical Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Cyber Crimes and Laws (DSE-5.1)	4	3	1	-	12th Pass	-

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

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

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

Unit 1: Introduction to Cybercrimes

9 hours

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

Unit 2: Contemporary Business Issues in Cyber Space

9 hours

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

Unit 3: Legal framework and Cyber Laws in India

9 hours

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

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

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

Unit 5: Case Laws**9 hours**

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

Exercises:

The learners are required to:

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

Suggested Readings

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

Additional Resources

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Entrepreneurship Development DSE-5.3	4	3	1	0	Pass in class 12th	Nil

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

Learning Outcomes:

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

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

Unit 1: Introduction

8 Hours

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

Unit 2: Entrepreneurship in India

10 Hours

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

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

Unit 3: Entrepreneurship Ecosystem

9 Hours

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

Unit 4: Sources of business ideas and tests of feasibility

10 Hours

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

Unit 5: Mobilizing Resources

8 Hours

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

Exercises:

The learners are required to:

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

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

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

Suggested Readings:

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

Notes:

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

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

Knowledge Traditions of India

Course Code: UH05

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Knowledge Traditions of India UH06	4	3	1	0	Pass in class XII	NIL

Learning Objective:

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

Learning outcomes

Upon completion of this course:

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

Practical component

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

Syllabus

Unit I: Foundations of Indian Knowledge System

(4 weeks approx.)

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

Unit II: Indian Literary and Artistic Traditions

(4 weeks approx.)

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

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

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

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

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

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

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

Essential Readings

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

Suggestive Readings

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

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

GEs Pool for BA (VS) Modern Office Management Students

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

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

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components

15 Hours

Definition and scope of tourism, Historical development and evolution of tourism, Tourism industry sectors and stakeholders, Trends and challenges in the tourism industry, Tourism Systems and Components, The tourism system: demand and

supply, Tourist behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and Practice (7th ed.)*. Pearson.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. Routledge.

- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*. Routledge.
- Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
- Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
- Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
- Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

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

B.A. (VS) Tourism Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

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

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.
3. examine the economic impacts of tourism at the local destination.
Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism. Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive

and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12 Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/ historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.

- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

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

COLLEGE OF VOCATIONAL STUDIES
MODERN OFFICE MANAGEMENT
Semester V

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

**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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	-	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail structures in existence.

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

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.
3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9

Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions

12

Hours

Planning- concept and meaning, Decision-making, Organisational structures-traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication- meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.
2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their decision-making processes, and analyze the effectiveness of their management strategies.
3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their choice, such as fashion retail, electronics retail, or grocery retail. They can present

their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw- Hills Publ. Co. Ltd., New Delhi.
- Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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) Marketing Management and Retail Business
Semester V
GENERAL ELECTIVE COURSE (GE-5.2)
Basics of Retail Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	-	Pass in Class 12th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

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

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. categorised different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit 1 Basics of retail management **12**
hours Concept, objective and functions of Retail Environment; Types of Retailing Formats-advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment **9**
hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail

industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution: hours

12

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.
4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage

students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*, Cengagelearning, Andover, UK
- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford University Press.
- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.**
-

List of GE's offered by Department of MATERIALS MANAGEMENT
(CVS)

Semester V

B.A. (VS) MATERIALS

MANAGEMENT GE 5.1:

Introduction to Materials

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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

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

- discuss the conceptual framework of material management and can manage the materialmanagement process.
- explain both internal and external of material management, material managementactivities, functions and organizational structure;
- explain production processes, machines and tools used in industries.
- analyze the dynamics of inventory management's principles, concepts, and techniques asthey relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages
hours

9

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting hours

9

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries , Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing hours

9

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining , Vendor relations, Purchasing Methods.

Unit 4: Inventory hours

9

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method) , Input and output of MRP system.

Unit 5: Materials handling and storage systems

9 hours

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages with other functional areas of management. Prepare a explanatory note to be presented to Director operations.

2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.
4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.
- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.
- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision. Chapman Hall.
- Shah, N. M. (2000). An Integrated Concept of Materials

Management. Indian Institute of Materials Management, Baroda Branch, Baroda.

- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

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

B.A. (VS) MATERIALS

MANAGEMENT GE 5.2:

Basics of Purchase

Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

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

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources

3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management 12

hours Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12 Hours Sources

/ quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting 12

Hours Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase

9 hours Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing

- Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating systems help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.
 4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailky, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.
- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

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

List of GEs offered by Department Small and Medium Enterprises (CVS)
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		
Launching a New Venture (GE-5.1)	4	3	1	0	12 th Pass	Nil

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 th 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:

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.

List of GE's offered by Department of Human Resource Management
(CVS)
for All Vocational Courses
Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)
Stress 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		
Stress Management (GE-5.1)	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

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

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour

as a consequence to stress.

4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress 7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress 10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress 10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention :9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress :9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.
4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.
- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication
- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

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

B.A. (VS) Human Resource Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)
Team Building and
Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

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

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.
3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams
8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team, Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team, Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building : 8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model,
Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams –
Employee
First
Customer
Second.

Unit 5: Evaluation of Team Performance

8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to achieve desired goals of organisation. Also identify various training needs of your team in the process.
3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
4. Create a Team Charter of your team and provide it to your team member's. students should collaborate with fellow classmates forming small groups to complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project. They should consider aspects such as communication, decision-

making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior

5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2).111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

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

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

**Unit 1: Risk and Uncertainty - 11
Hours**

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

**Unit 2. Risk management & its managerial aspects 12
Hours**

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk :12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview : 10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management
Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

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

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

Exercises:

The learners are required to:

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) *Risk Management & Insurance* Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) *Fundamentals of Risk Management and Insurance*.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage
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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.
4. The student will also come to know about intangible cultural heritage like language and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects : (i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut-Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen's Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa's Abhigyanashakuntalam, Prakrit: Gatha Satasai, Indo-Persian Literature: Amir Khusro's works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., The Wonder that was India. Volume I, New Delhi.
- Gupta S. P., Elements of Indian Art, DK Print World, 2007
- Brown Percy, Indian Architecture, Buddhist Hindu and Islamic, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): Perceptions of India's Visual Past, AIIS, Delhi, 1994. • Asher Catherine, Architecture of Mughal India.
- Vatasayana Kapila; Indian Classical Dance, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. The History and Culture of the Indian People, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, Studies in Indian Temple Architecture; Chapter 1. AIIS, 1975.
- Deva, B.C., An introduction to Indian Music, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Tillotson G, Havelis of Rajasthan.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.
- Venkatasubramanian, T.K. Music as History in Tamil Nadu, Primus Books, Delhi, 2010.

Notes:

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

List of GEs offered by Department of Political Science (CVS) for All
Vocational Courses
Semester V

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Polity and Governance in India	4	3	1	-	NA	NA	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

- 1.To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s.To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to help undergraduates to analyse the impact of globalisation process on economy, polity, society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.
- b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

- a) Institutional Functioning: Prime Minister, Parliament and Judiciary.
- b) Power Structure in India: caste, class and patriarchy,
- c) Religion and Politics: debates on secularism and majoritarianism,
- d) Parties and party system in India

Unit -4 (15 hours)**The Developmental Trajectory**

- a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.
- b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)**Globalisation**

- a) Role of state in the era of Globalisation
- b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings**Reading Indian State**

- Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14
- Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.
- Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165
- Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

- G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.
- R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.
- S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].
- Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137
- Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford University Press.
- Subhash Kashyap (2017), Our Constitution: An Introduction to India's Constitution and Constitutional Law, New Delhi: National Book Trust.
- V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

- Fadia, B.L(2002): Indi and government and Politics, Sahitya Bhawan Publication, Agra,68-135
- Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) India Since Independence. New Delhi: Penguin,599-630
- Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,111—180,309-446
- Chandhoke, Neera (2019): Pluralism, Secularism, and Tolerance: Anxieties of Coexistence,

New Delhi, Sage

Jayal, N. G & Mehta, P.B(2010): The oxford Companion to Politics in India, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): Politics and State in India, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) Indian Government and Politics New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):An Uncertain Glory: India and Its Contradiction, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):Globalization and Politics in India, New Delhi, Oxford University Press,90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) India Since Independence. New Delhi: Penguin.,442-598

Rao, M.S (2008): Social Movements in India, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): Social movements in India, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):Globalization and Politics in India, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):An Uncertain Glory: India and Its Contradiction, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) The Governance Discourse. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), Good Governance, Democratic Societies and Globalisation, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) Oxford Companion to Indian Politics. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): Governing Globalization: Issues and Institutions, Oxford University Press, New Delhi·

**COMMON POOL OF GENERIC ELECTIVE COURSE (GE)
FOR
BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)
SEMESTER-V**

(Students can choose any GE courses other than the GE offered by their parent department)

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	-	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

Meaning and Definition of Office, Characteristics of an Office, Requisites of an

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

Unit 2: Office Environment

9

hours

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

Unit 3: Office Mechanization

9

hours

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

Unit 4: Office Supplies, Office Forms and Procurement

9

hours

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

Unit 5: Office Correspondence, Records Management and Banking

9

hours

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	-	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Introduction

9 hours

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

Unit 2: Sustainable Development Goals (SDGs)-I
hours

10

Sustainable Development Goals (SDGs): Meaning, Background, Transition from Millennium Development Goals (MDGs) to SDGs. Role of UNDP; SDG Integration.

SDGs (1-6): No Poverty, Zero Hunger, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation. SDGs (1-6) in India: Key indicators of performance.

Unit 3: Sustainable Development Goals (SDGs)-II **10**
hours

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

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

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

Unit 5: Responsible Investment **8**
hours

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

Exercises: The learners are required to:

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

Suggested Readings:

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

Additional Readings:

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

Notes:

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

Modern Office Management

Semester-VI

<u>DSC</u>	Strategic Office management
	Management Information System
	Organisation Behaviour
<u>DSE</u>	Accounting for Managerial Decision Making
	Industrial Relations
	Ethics and Corporate Governance
	Historical Perspectives on Environmental Consciousness
<u>GE Pool for BA(VS) Modern Office Management Students</u>	
1.	Emerging Trends in Tourism
2.	Institutional Tourism Management
3.	Basics of Advertising
4.	Consumer Behaviour and Decision Making
5.	Introduction to Warehouse Management
6.	Introduction to Supply Chain Management
7.	MSMEs Policy Initiatives and Institutional Framework
8.	Accounting for Entrepreneurship
9.	People Management
10.	Learning and Development
11.	Basics of Life Insurance
12.	Basics of non-Life Insurance
13.	Cultural Diversity: Visual Arts, Popular Culture and Institutional Practices
14.	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Modern Office Management</u>	
1	Office Operations
2	Communication in Management

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE – 6.1 (DSC-6.1)
Strategic Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Strategic Office Management (DSC-6.1)	4	3	1	-	12th Pass	

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

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

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

Course Contents:

Unit 1: Office Management and Its Importance

9 hours

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

Unit 2: Office Management Systems and Processes

9 hours

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

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

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

Unit 4: Business Finance and Marketing Management **9 hours**

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

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

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

Exercises: The learners are required to:

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

Suggested Readings:

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

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

Notes:

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

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE – 6.2 (DSC-6.2)
Management Information System

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Management Information System (DSC-6.2)	4	3	1	-	12th Pass	-

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

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

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

Unit I: Introduction to Information System and MIS

9 hours

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

Unit II: Information system strategies

9 hours

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

Unit III: IT infrastructure

9 hours

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

Unit IV: Decision- making Process and MIS

9 hours

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

Unit V: Key System Applications and Security Issues

9 hours

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

Practical Exercises: The learners are required to:

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

Suggestive Readings:

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Organisational Behaviour (DSC-6.3)	4	3	1	-	12th Pass	-

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

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

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

Unit 1: Introduction

6 hours

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

Unit 2: Individual Behaviour

9 hours

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

Unit 3: Communication and Motivation

12 hours

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

Unit 4: Group Behaviour and Leadership

12 hours

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

Unit 5: Dynamics of Organisational Behaviour

6 hours

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

Practical Exercises: The learners are required to:

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

Suggested Readings

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Accounting for Managerial Decision Making DSE-6.1	4	3	1	-	12th Pass	-

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

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

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

Unit 1: Fundamentals of Accounting

9 hours

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

Unit 2: Financial Statements and their Analysis

9 hours

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

Unit 3: Budgetary Control System

9 hours

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

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

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

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

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

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

Practical Exercises: The learners are required to:

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

Suggested Readings:

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

Notes:

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

B.A. (VS) Modern Office Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE – 6.2 (DSE-6.2)
Industrial Relations
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
INDUSTRIAL RELATIONS DSC- 6.2	4	3	1	-	12th Pass	-

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

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

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

Unit 1: Overview of Industrial Relations

9 hours

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

Unit 2: Code on Industrial Relations

9 hours

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

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

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

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

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

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

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

Practical Exercises:

The learners are required to:

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

Suggested Readings:

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

Note:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Ethics and Corporate Governance (DSE 6.3)	4	3	1	-	12th Pass	Nil

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

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

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

Unit 1: Introduction to Ethics

9 hours

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

Unit 2: Business Ethics

9 hours

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

Unit 3: Governance of Business Entities

9 hours

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

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

Unit 4: Corporate Social Responsibility

9 hours

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

Unit 5: Recent Issues and Challenges of Governance

9 hours

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

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

Additional Readings:

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

Notes:

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

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

DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.4)

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Historical Perspectives on Environmental Consciousness	4	3	1	0	Pass in class XII	NIL

Learning objective:

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

Learning Outcomes-

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

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

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

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

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

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

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

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

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

Practical Exercises:

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

Essential Readings

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

Suggestive readings-

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

COMMON POOL OF GENERIC ELECTIVE COURSE (GE)

FOR

BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)

SEMESTER-VI

(Students can choose any GE courses other than the GE offered by their parent department)

GE Pool for the Students of BA (VS) Modern Office Management

Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	-	Pass in Class 12th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK.
- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

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

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10 Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities

15 Hours

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette

12 Hours

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.
- Inskeep, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.
- Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: Cengage Learning.
- Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
- Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
- Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

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

List of GEs offered by Department of Marketing Management and Retail Business
(CVS)
Semester VI

GENERAL ELECTIVE COURSE (GE-6.1)
Basics Of 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		
Basics Of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

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

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used by brand promoters in the market.
3. describe the role and types of advertising agencies.
4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings

with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies :

9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising

12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.
- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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) Marketing Management and Retail Business
Semester VI
GENERAL ELECTIVE COURSE (GE-6.2)
Consumer Behaviour And Decision Making

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	-	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

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

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; distinguish between customer and consumer; the role of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian

theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experiencer and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and Sons
- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHI Learning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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

List of GEs offered by Department of MATERIALS MANAGEMENT (CVS)
Semester VI

GE 6.1: Introduction to Warehouse 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

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

1. Recognize the need for warehousing in today's competitive environment and how supply chaintrends are impacting the design and operation of warehouses.
2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouseoperation.
3. Develop strategies for improving receiving and issuing material operations, including the use ofbarcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finishedgoods, and MRO.

5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width-finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)
– Handling time –vehicle utilization –number of loads completed –congestion – Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost

of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewarehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in anywarehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation*

and Organisation of Warehouse and Order Picking Systems [With CDROM].
Springer Verlag.

- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasing and Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply Chain Management*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principles and Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and Distribution Management: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas Publication House Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. Lucie Press.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. Palgrave Macmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

GE 6.2 Introduction to Supply Chain 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	-	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

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

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain:

Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations **9**
hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement **9**
hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics (KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management **9**
hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.

- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

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

List of GE's offered by Department Small and Medium Enterprises (CVS)
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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12 th Pass	Nil

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	-	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

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.
-

List of GEs offered by Department of Human Resource Management
(CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE- 6.1)
People Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	-	12th Pass	Nil

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

Learning Outcomes:

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

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making - steps, managing your Manager, Evaluating and

building a personal development plan for oneself.

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

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

Unit 4: Managing Evaluation and Assessment

10 hours

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

Unit 5: Leading People & Resolving Conflicts

8 hours

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

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.
3. participate in simulation exercise on preparing a workload plan in an organisation

- based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
 5. Simulate role play of 360-degree appraisal in groups (as formed in previous activity) and appraising the performance of each member of the group.
 6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
 7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

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

B.A. (VS) Human Resource Management
Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)
Learning And Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

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

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development

9 hours Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment

9 hours Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided

instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies

9 hours

Development techniques for enhancing decision-making and interpersonal skills, case study, in- basket exercise, special projects, action learning, syndicate work, games, action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling

9 hours

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

Exercises:

The learners are required to:

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

List of GEs offered by Department of Insurance Management (CVS)
Semester VI

B.A. (VS) Insurance Management
Semester VI
GENERIC ELECTIVE COURSE (GE- 6.1)
Basics of Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	-	Pass in class 12 th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

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

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement

11

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance

10 Hours

Professional ethics and standards, Disclosure and transparency in sales practices, Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)
2. make a matrix representing the type of insurance policy, its features and the needs of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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) Insurance Management
Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)

Basics of Non-Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

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

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life

insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).
2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasane, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture &
Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures (12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern (12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture (12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions (09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon

- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	-	NA	NA	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
 - 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
 - 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
 - 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
 - 5: To provide students with an understanding to look at theoretical approaches to public policy.
 - 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen- administration interface
- By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.

Chakravabarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.

Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.

Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan, New Delhi.

Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.

Yadav, Sushma (2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.

Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.

Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.

Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.

Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.

Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.

Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.

Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216

Bhattacharya, M (2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323

Caiden, N (2004): Public budgeting Amidst Uncertainty and instability, in Shafritz, J. M & Hyde, A. C (eds) Classics of Public Administration, Cengage Learning.

Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M & Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.

Bhattacharya, M (2001), *New Horizons in Public Administration*, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, *Public Policy*, sage ,new delhi 2016.
 Shaktidhar, S.L., *Budgeting in India*, I.I.P.A, New Delhi, 1960.
 Sir Herbert, *The British Budgetary System*, London, Allen & Unwin Ltd. 1959.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Awasthi, A & Maheshwari (2003), *Public administration*, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), *Public Administration in Globalising World*, Sage, New Delhi, 1-43.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Maheshwari, M (2003): *Administrative Thinkers*, Macmillan Publishers, New Delhi, 97-174, 210-279.
 Prasad, D.R Prasad, V.S & Satyanarayana, P(ed) (2006): *Administrative Thinkers*, Sterling Publishers ,New Delhi, 22-151.
 Sharma, M.P. & Sadana, B.L (2009): *Public administration in Theory and Practice*, Kitab Mahal, New Delhi, 128-143.
 Polinaidu, S (2010): *Public Administration*, Galgotia publication, New Delhi, 563-587.
 Sapru, R.K (2012): *'Public Policy'* sterling publisher, New Delhi, 1-23, 60-92, 133-172.
 Singh, K. (2003). *Aid and Good Governance*, A discussion paper on the reality of aid.
 Stroker, G. (1998), *Governance as theory: five propositions*, *International social science journal*, Vol. 50 , No. 1: 17-28.
 Ramesh K Arora, *Public Administration in India Tradition, Trends and Transformation*, Paragon International Publishers, 2006.
 L.d. White, *Introduction to the Study of Public Administration*, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) *Decentralisation: Institution and Political in Rural India*, Oxford University press, New Delhi
 E Governance (2004): *The New Age*, APH publishers.
 Sharma, P.K & Deveshwar, M (2007) *'Right to Information in India'* in Singh, S and Sharma. P (eds) *Decentralisation: Institution and political in Rural India*, Oxford University press, New Delhi
 Vasu Deva, (2005) *E governance in India: A Reality*, Commonwealth publisher.

List of GEs offered by Department of Tourism Management (CVS)

Semester VI

GENERIC ELECTIVE COURSE (GE -6.1)

B.A. (VS) Modern Office Management

Semester VI

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)

Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

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

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

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

Unit 1: Fundamentals of front office operations: 9 hours

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

Unit 2: Front Office Management: 9 hours

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

Unit 3: Middle Office Operations: 9 hours

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

Unit 4: Back Office Operations: 9 hours

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

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

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

Practical Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

List of GEs offered by Department of Modern Office Management (CVS)

Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)

Communication in Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	-	12th Pass	-

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

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

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

Course Contents:

Unit 1: Introduction to Communications

10 hours

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

Unit 2: Listening

5 hours

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

Unit 3: Oral and Written Communication

10 hours

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

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

Unit 4: Group Discussion

10 hours

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

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

Unit 5: Meetings

10 hours

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

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

Exercises: The learners are required to:

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

Suggested Readings:

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

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

UNIVERSITY OF DELHI
UNDERGRADUATE
CURRICULUM FRAMEWORK–
2022 BASED ON NATIONAL
EDUCATION POLICY-2020
B.A. (VS) MARKETING
MANAGEMENT AND RETAIL
BUSINESS

Marketing Management & Retail Business

Semester-V

<u>DSC</u>	Brand Management
	Sales and Distribution Management
	Firms in the Globalizing World
<u>DSE</u>	Fundamentals of Customer Service
	Financial Accounting
	Legal Aspects of Marketing
	Public Policy and Governance
	Basic Financial Management
	Knowledge Traditions of India
<u>GE Pool For BA(VS) Marketing Management & Retail Business Students</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment
3.	Modern Office Management
4.	Sustainable Development
5.	Introduction to Materials Management
6.	Introduction to materials Management
7.	Basics of Purchase Management
8.	Management of Small Business Enterprises
9.	Stress Management
10.	Team Building and Development
11.	Risk Management and Insurance
12.	Introduction to Insurance
13.	Cultural Diversity: Tangible & Intangible Heritage
14.	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Marketing Management & Retail Business</u>	
1	Essentials of Management and Retail Essentials
2.	Basics of Retail Management

B.A. (VS) Marketing Management and Retail Business
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC 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		
Brand Management (DSC: 5.1)	4	3	1	-	Pass in Class XII	NIL

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. explain concepts and comprehend the evolution and growth of brands and its role in brand management.
2. develop the skills to identify life cycle of a brand and the strategies involved in building and managing brands throughout their lifecycle.
3. explore the impact of the new media environment on brand amplification and the techniques for using digital platforms to enhance brand equity.
4. comprehend global brand strategies and the considerations for managing brands across different international markets.

Unit I: 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, Integrated marketing communications (IMC): Evolution and Growth-

Unit II: Brand Positioning and Designing Marketing Program

15 Hours

Life cycle of a Brand, Brand Building, Identifying and Establishing Brand Positioning and values, Brand Repositioning, *Brand Personality*, *Brand Image*. 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 III: Brand Equity

9 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 IV: Recent Issues in Branding

12 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.

Exercises:

1. Divide the students into small groups. Assign each group a well-known brand (e.g., Coca-Cola, Nike, Apple). Instruct the groups to research and prepare a presentation on the evolution of their assigned brand, highlighting its historical development, key milestones, and changes in brand identity over time.
2. Introduce the concept of the brand life cycle to the students. Provide examples of brands at different stages of the life cycle and discuss their characteristics and challenges. Divide the students into groups and assign each group a brand at a specific stage of the life cycle. Instruct the groups to analyze the brand's current position, identify challenges, and develop strategies to extend or revive the brand's life cycle.
3. Discuss the impact of the new media environment on brand management and brand amplification. Assign students to small groups and provide them with a list of popular social media platforms (e.g., Instagram, TikTok, YouTube). Instruct each group to select a brand and develop a social media marketing campaign aimed at amplifying the brand's equity and engaging its target audience.
4. Divide the students into small groups and assign each group a global brand to analyze its global brand strategy. Instruct the groups to research the brand's global expansion, brand positioning, adaptation strategies, and cultural considerations. Ask each group to present their analysis, discussing the effectiveness of the brand's global strategy and its alignment with local markets.

Suggested Readings:

- Beverland, M. (2021). Brand Management: Co-creating Meaningful Brands (2nd ed.). SAGE Publications.
- Keller, K. L., Swaminathan, V., Parameswaran, A. M. G., & Jacob, I. C. (2020). Strategic Brand Management: Building, Measuring and Managing Brand Equity (5th ed.). Pearson Education
- Chernev, A. (2020). Strategic Brand Management (3rd ed.). Cerebellum Press.

- Roedder John, D. (2017). Strategic Brand Management: Lessons for Winning Brands in Globalised Markets (1st ed.). Oxford University Press.
- Miller, D. (2017). Building a Story Brand: Clarify Your Message so Customers Will Listen. Harper Collins.
- Temporal, P. (2012). Advanced Brand Management. John Wiley & Sons.

Notes:

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

B.A. (VS) Marketing Management and Retail Business
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC: 5.2)

Sales and Distribution 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		
Sales And Distribution Management (DSC: 5.2)	4	3	1	-	Pass in Class XII	NIL

Learning objective: The purpose of this course is to familiarize the students with the management of sales and various aspects of distribution management and its significance in reaching target customers effectively. It also aims to enhance knowledge about different marketing channels, their nature, and importance in the distribution process.

Learning Outcomes: After completing the course, the student shall be able to:

1. describe about designing sales force objectives, strategies, and structures to align with organizational goals.
2. analyse the process of recruitment and selection and appreciate the importance of motivating sales personnel
3. explain the concept of distribution strategy and the role of online sales and supply chain in distribution.
4. articulate the ethical and legal issues associated with sales and distribution management.

Unit I: Introduction to Sales Management

9 Hours

Concept, nature and importance of sales force management, Designing the Sales Force objectives, strategy and structure, sales force size, Functions of Sales Manager.

Unit II: Managing the Sales Force, Sales Planning and Control

15 Hours

Recruitment and selection of sales force; Training and direction; Motivating sales personnel, Sales force compensation; Performance appraisal, Market Analysis, and sales forecasting, Methods of forecasting sales, Sales territory planning, Sales Budgeting: Importance, Process and uses of sales budget; Sales quota; Sales and cost Analysis.

Unit III: Introduction to distribution strategy**12 Hours**

Distribution Strategy – Meaning, Marketing channels: nature and importance, conventional and emerging channels, role of online sales and supply chain; Designing strategic distribution network; Factors influencing distribution network.

Unit IV: Channels of Distribution**9 Hours**

Channel strategy and design; managing channel dynamics, relationships and channel conflicts; ethical and legal issues in sales and distribution management

Practical Exercises:

1. Divide the students into groups and assign each group a specific industry or product category. Instruct the groups to design sales force objectives and structures for their assigned industry or product category. They should consider factors such as target market, product characteristics, sales volume, and competitive landscape. Each group will present their findings, explaining the rationale behind their decisions.
2. Ask the students to explore a company that is experiencing challenges with sales force performance and motivation. Instruct the students to design a comprehensive sales force compensation plan that aligns with the company's objectives and motivates the sales team to achieve desired results. They should consider factors such as base salary, commission structure, performance incentives, and non-monetary rewards. Each student or group will present their compensation plan, explaining the rationale behind their decisions and how it addresses the challenges outlined in the case study.
3. Instruct the students to design a strategic distribution network for the company, considering factors such as target market, product characteristics, geographical coverage, etc. and evaluate the role of online sales and supply chain in the distribution process. Each student or group will present their distribution network design, explaining the rationale behind their decisions and how it aligns with the company's objectives.
4. Divide the students into groups and organize a class discussion or debate on ethical and legal issues related to sales and distribution management. Provide students with various scenarios or examples that highlight potential ethical dilemmas or legal challenges in sales and distribution activities. Encourage students to analyze and discuss the ethical implications of different business practices, such as deceptive advertising, unfair pricing, channel exclusivity etc.

Suggested Readings:

- Das, S. (2019). Sales and Distribution Management. New Delhi: Vikas Publishing.
- Sinha, P. K. (2018). Sales and Distribution Management: Concepts, Practices, and Cases. Mumbai: Himalaya Publishing House.
- Ramanuj Majumdar, N., & Roy, S. (2017). Sales and Distribution Management in Indian Context. Kolkata: Book Enclave.
- Kapoor, S. (2016). Sales and Distribution Management: An Indian Perspective. New Delhi: McGraw Hill Education.

- Panda, T. K. (2016). Sales and Distribution Management: Indian Context. New Delhi: Oxford University Press.
- Govindarajan, M., & Balasubramanian, S. (2015). Sales and Distribution Management: Text and Cases. New Delhi: PHI Learning.

Notes:

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

**B.A. (VS) Marketing Management and Retail Business
Semester V**

**DSC 5.3: FIRMS IN THE GLOBALISING WORLD
DISCIPLINE SPECIFIC CORE - (DSC, 5th Semester)**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title and Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisites of the course
Firms in the Globalizing World (DSC 5.3)	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, VERS, 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*. (11th 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.

B.A. (VS) Marketing Management and Retail Business
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE-5.1)

Fundamentals Of Customer Service

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		
Fundamentals Of Customer Service (DSE: 5.1)	4	3	1	-	Pass in Class XII	NIL

Learning Objective: To help students understand the critical need for service orientation in the current business scenario

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

1. explain the significance of exceptional customer service, recognize the benefits it brings to individuals and organizations
2. describe the concept of addressing human needs and building rapport with customers and apply the value equation to build strong and long-lasting customer relationships.
3. Define empathy and the concept of ownership and its role in taking responsibility for customer issues.
4. Identify different communication styles and techniques for managing conflicts.

Unit I Introduction

12 Hours

Focus on Customers: Understanding the customers, understanding customer service, service triangle, benefits of exceptional customer service, customer delight, first impressions, and perceptions. Reality, scanning environmental and cultural influences: Environmental and cultural influences on customer behaviour

Unit II Building Customer Relationships

12 Hours

Building customer relationship: Why do people do business with you, Ways to address human needs, building relationships through valuing the customer, building rapport, emotional bank account, the Value Equation

Unit III Empathy and Ownership

12 Hours

Empathy and Ownership: What is empathy, empathy vs. sympathy, how to empathies, benefits of empathy, the pitfalls, what is ownership, how does one convey ownership, problem solving, customer interaction cycle

Unit IV Communication Styles

12 Hours

Communication styles: Three main styles. (aggressive, passive and assertive), disagreement process, selective agreement, benefits of assertive communication, Suggested Instructional Methodology- Case studies on importance of understanding the customers and meeting their demands

Exercises:

The learners are required to:

1. Conduct a role-playing activity where students act as customer service representatives and interact with different types of customers. They should demonstrate their understanding of exceptional customer service, handling customer concerns, and creating positive impressions.
2. Divide students into pairs and assign them different scenarios where they need to build customer relationships. They should analyze the customer's needs, develop strategies to create value, and role-play effective communication techniques to establish rapport.
3. Present students with stories/case studies or real-life scenarios where they need to exhibit empathy and ownership in addressing customer concerns. Students should analyze the situations, propose solutions, and role-play effective communication strategies to convey empathy and ownership.
4. Conduct a group activity where students are given various communication scenarios. They should practice assertive communication techniques to express their viewpoints, manage conflicts, and find common ground through selective agreement.

Suggestive Readings:

- Harris, E. K. (2020). Customer service: A practical approach. Pearson.
- Inghilleri, L., & Solomon, M. (2018). Exceptional service, exceptional profit: The secrets of building a five-star customer service organization. AMACOM.
- Hsieh, T. (2018). Delivering happiness: A path to profits, passion, and purpose. Business Plus.
- Cockerell, L. (2019). The customer rules: The 39 essential rules for delivering sensational service. Currency.
- Evenson, R. (2020). Customer service management training 101: Quick and easy techniques that get great results. Atlantic Publishing Group.
- Lucas, R. W. (2020). Customer service skills for success. McGraw-Hill Education.
- Timm, P. R. (2020). Customer service: Career success through customer loyalty. Prentice Hall.
- Gitomer, J. (2019). Customer satisfaction is worthless, customer loyalty is priceless: How to make customers love you, keep them coming back, and tell everyone they know. Bard Press.
- Pennington, A. (2021). The customer experience book: How to design, measure, and improve customer experience in your business. Kogan Page.

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) Marketing Management and Retail Business
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE-5.2)
Financial 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		
Financial accounting (DSE 5.2)	4	2	-	2	Pass in Class XII	-

Learning Objective: The course aims to help learners to acquire conceptual knowledge of financial accounting, to impart skills for recording various kinds of business transactions and to prepare financial statements.

Learning Outcomes:

1. apply the generally accepted accounting principles while recording transactions and preparing financial statements.
2. demonstrate the accounting process under a computerized accounting system.
3. measure business income applying relevant accounting standards.
4. evaluate the impact of depreciation and inventories on Business Income.
5. prepare the Financial Statements of sole proprietor firms and Not-For-Profit Organisations.
6. prepare the accounts for Inland Branches, Departments and Leases.

Unit 1: Theoretical Framework and Accounting Process:

6 hours

(A) Theoretical Framework

- (i) Accounting as an information system, the users of financial accounting information and their needs. An overview of Artificial Intelligence and Data Analytics in Accounting.

- (ii) Qualitative characteristics of accounting information. Functions, advantages and limitations of accounting. Branches of accounting. Basis of accounting: cash basis and accrual basis. Capital and revenue expenditures and receipts. Events occurring after the balance sheet date, Extraordinary Items, Prior Period Items, Accounting Estimate. Accounting Policies, Fair Value, Meaning, Recognition and Disclosure Requirements of Provision, Contingent Liability and Contingent Asset.
- (iii) Financial Accounting Principles: Meaning and need; Generally Accepted Accounting Principles (GAAP): Entity, Money Measurement, Going Concern, Cost, Revenue Recognition, Realization, Fundamental Accounting Assumptions, Accruals, Periodicity, Full Disclosure, Consistency, Materiality, and Prudence (Conservatism). Fundamental Accounting Assumptions as per AS 1
- (iv) Accounting Standards: Concept, benefits, and Process of formulation of Accounting Standards including Ind AS (IFRS converged standards) and IFRSs; convergence vs adoption; Application of accounting standards (AS and Ind AS) on various entities in India. International Financial Accounting Standards (IFRS) –meaning, need, and scope.
- (B) Accounting Process From the recording of a business transaction to the preparation of trial balance including adjusting, transfer and closing entries. Application of Generally Accepted Accounting Principles in recording financial transactions and preparing financial statements and accounting treatment of GST.

Unit 2: Business Income, Accounting for Property, Plant and Equipment, and Valuation of Inventory: 6 hours

- (a) Business income: Concept of Revenue and Business Income, Measurement of business income; relevance of accounting period, continuity doctrine and matching concept in the measurement of business income; Objectives of measurement of Business income.
- (b) Revenue recognition with reference to AS 9.
- (c) Accounting for Property, Plant, and Equipment with reference to AS 10. Impact of Depreciation on measurement of business income. Accounting for Intangible Assets with reference to AS 26.
- (d) Valuation of Inventory with reference to AS 2. Impact of inventory valuation on measurement of business income by using FIFO, LIFO, and Weighted Average Method.

Unit 3: Financial Statements of Sole Proprietorship and Not-for-Profit Organisations: 6 hours

Preparation of Financial Statements of Sole Proprietorship and Not-for-Profit Organisations

Unit 4: Accounting for Inland Branches, Departments and Leases: 6 hours

- (a) Accounting for Inland Branches: Concept of Dependent branches; Branch Accounting as per- Debtors System, Stock and Debtors' System

(b) Accounting for Departments (excluding Mark-up Account)

(c) Accounting for Leases with reference to AS 19

Unit 5: Computerized Accounting Systems:

6 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 including GST; 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.

Notes: (1) The relevant Accounting Standards (both AS and Ind AS) for all of the above topics should be covered. (2) Any revision of the relevant Indian Accounting Standard/Accounting Standard would become applicable.

Practical Exercises:

The learners are required to:

1. download 'Framework for the Preparation and Presentation of Financial Statements from the websites of the Institute of Chartered Accountants of India (ICAI) to analyse the qualitative characteristics of accounting information provided therein
2. collect and examine the balance sheets of business Organisations to study how these are prepared.
3. examine the accounting policies and revenue recognition policies by collecting necessary data from small business firms.
4. prepare Trading and Profit & Loss Account and Balance Sheet collecting necessary data from small business firms.
5. prepare financial statements manually and using appropriate software. 6. prepare accounts of Inland Branches.
6. collect data from your college and prepare a Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

Suggested Readings:

- Kumar, A. (2018). "Financial Accounting" Singhal Publication.
- Lal, J., Srivastava, S. & Abrol. Shivani. (2022). "Financial Accounting Text & Problems" Himalaya Publishing House, Mumbai.
- Lt Bhupinder "Financial Accounting – Concepts and Applications" Cengage.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). "Financial Accounting" Vikas Publishing House Pvt. Ltd., New Delhi.
- Monga, J. R. & Bahadur, R. (2022). "Financial Accounting: Concepts and Applications" Scholar Tech Press, New Delhi.
- Sah, R.K. (2019) "Concept Building Approach to Financial Accounting" Cengage Learning India Pvt. Ltd.

- Shukla, M. C., Grewal, T. S., & Gupta, S. C. (2022) “Advanced Accounts. Vol.-I.” Sultan Chand Publishing, New Delhi.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

B.A. (VS) Marketing Management and Retail Business
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – 5.3 (DSE-5.3)
Legal Aspects of Marketing

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
LEGAL ASPECTS OF MARKETING (DSE: 5.3)	4	3	1	-	Pass in Class 12th	-

Learning objectives: To give basic understanding different laws relating to marketing.

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

1. Explain rights and duties under various legal Acts.
2. describe consequences of applicability of various laws on business situations.
3. Identify and analyze the legal issues and challenges faced by businesses and marketers in the Indian marketing environment.
4. Develop critical thinking through the use of law cases.

Unit I:

12 Hours

The Consumer Protection Act 2019: Features, Rights and Responsibilities Of Consumers, Redressal Mechanism, Consumer Protection Council, Consumer Disputes Redressal Commission, consumer mediation cell, Product liability actions, Penalty for non-compliance of direction of Central Authority, Measures to prevent unfair trade practices in e-commerce, direct selling, etc.

Environment Protection Act 1986: Features, Offences, Prevention And Control Of Environment Pollution, The Essential Commodities Act 1955: Features, Essential Commodities, Control Of Production, Supply And Distribution Of Commodities, Public Interest.

Unit II

12 Hours

The Prevention Of Food Adulteration Act 1951: Features, Adulteration Of Food And Penalties, The Drugs And Magic Remedies (Objectionable Advertisement) Act 1954: Advertisements Related To Self Medication And Harmful Drugs, Prohibition Of False Claims, The Bureau Of Indian Standards Act 1986: Features, Procedure For BIS Standards, Offences And Penalties, The Agricultural Produce Grading And Marketing Act (AGMARK) 1937: Features, Offences And Penalties.

Unit III

12 Hours

The Trademarks Act 1999: Features, Trademarks, Offences And Penalties, The Patents Act 1970: Features, Patents, Offences And Penalties, The Information Technology Act 2000: Features, Digital Signature, Digital Signature, Certificate And Certifying Authorities.

Unit IV

9 Hours

The Standards Of Weights And Measures Act 1976: Features, Rules Applicable To Retail Business, The Packaging Rules: Rules Related To Only Small And Retail Products, The Competition Act : Features, And Regulatory Framework For Retail Business.

Practical Exercises:

The learners are required to:

1. Divide the students into pairs. Assign roles as a consumer and a representative of a company. Provide scenarios where the consumer has faced a grievance related to a product or service. Instruct the pairs to engage in a role-play exercise, where the consumer seeks resolution under the Consumer Protection Act 1986. After the role-play, facilitate a discussion on the legal provisions utilized, the rights and responsibilities of consumers, and the redressal mechanisms involved.
2. Provide the students with case studies or news articles related to food adulteration incidents. Instruct the students to analyze the cases based on the provisions of the Prevention of Food Adulteration Act 1951. Ask the students to identify the adulteration offenses, penalties, and relevant legal measures mentioned in the act. Facilitate a discussion on the importance of food safety regulations and the role of the act in protecting consumers.
3. Provide students with examples of patented inventions or innovations. Instruct them to analyze the patents based on the provisions of the Patents Act 1970. Ask students to identify the features of patents, the requirements for patentability, and the offenses and penalties related to patents. Facilitate a discussion on the role of patents in protecting intellectual property and promoting innovation.
4. Divide the students into pairs or small groups. Assign each group a specific retail business setting (e.g., grocery store, clothing store, electronics store). Instruct the groups to assess the compliance of the chosen retail business with the Standards of Weights and Measures Act 1976. Students should identify the rules applicable to the retail business and evaluate compliance. Each group presents their findings and recommendations for ensuring compliance.

Suggested readings:

- Malhotra, S., & Bhattacharyya, S. (2022). Legal environment of business: A managerial and regulatory perspective in India. New Delhi: Pearson Education.
- Dwivedi, S. (2021). Legal aspects of marketing and advertising in India. Mumbai: LexisNexis.
- Tripathi, P. K. (2020). Marketing ethics and regulatory practices in India. New Delhi: Springer.
- Sundararajan, B., & Sundararajan, M. (2020). Advertising and marketing law in India: A practical guide. Chennai: Westland Publications.
- Khurana, I. K. (2019). Legal environment of business in India: Concepts and cases. New Delhi: McGraw Hill Education.
- Agarwal, V. (2019). Legal aspects of marketing in India. New Delhi: LexisNexis.
- Bhattacharyya, P. (2018). Marketing law and regulations in India. Kolkata: Eastern Law House.

Additional Resources:

- The Consumer Protection Act 2019
- Environment Protection Act 1986
- The Essential Commodities Act 1955
- The Prevention Of Food Adulteration Act 1951
- The Bureau Of Indian Standards Act 1986
- The Standards Of Weights And Measures Act 1976
- The Trademarks Act 1999
- The Patents Act 1970:

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.**

PUBLIC POLICY AND GOVERNANCE

DSE 5.4: DISCIPLINE SPECIFIC ELECTIVE COURSE – (DSE-5th Semester)

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

(12 hours)

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.

B.A. (VS) Marketing Management and Retail Business Semester V DISCIPLINE SPECIFIC ELECTIVE COURSE – 5.5 (DSE-5.5)

Basics of Financial Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Financial Management (DSE-5.5)	4	3	1	-	Pass in Class XII	Nil

Learning Objectives:

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

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

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

Unit 1: Financial Management: An Overview

3 Hours

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

Unit 2: Capital Budgeting Decision

12 hours

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

Unit 3: Cost of Capital and Financing Decision

15 Hours

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

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

Unit 4: Dividend Decision

6 Hours

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

Unit 5: Working Capital Decision

9 Hours

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

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

Practical 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.

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) Marketing Management and Retail Business
Semester V

DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE 5.6

Knowledge Traditions of India

Course Code: UH05

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Knowledge Traditions of India UH06	4	3	1	0	Pass in class XII	NIL

Learning Objective:

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

Learning outcomes

Upon completion of this course:

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

Practical component

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

Syllabus

Unit I: Foundations of Indian Knowledge System

(4 weeks approx.)

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

Unit II: Indian Literary and Artistic Traditions

(4 weeks approx.)

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

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

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

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

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

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

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

Essential Readings

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

Suggestive Readings

- Ansari, Saraf F.D., Sufi Saints and State Power, Cambridge University Press, 1992 Banerjee, J.N., Pauranic and Tantric Religion: Early Phase, University of Calcutta, Calcutta, 1966.
- Bhandarkar, R.G., Vaiṣṇavism, Śaivism and Minor Religious Systems, Indological Book House, Varanasi, 1965.
- Bhattacharya, N.N., Ancient Indian Rituals and Their Social Contexts, Manohar, Delhi, 1996 (1975)
- Brockington, J.L., Righteous Rama: the Evolution of an Epic, OUP, Delhi, 1984.
- Chakrabarti, Kunal, Religious Process: The Purāṇas and the Making of a Regional Tradition, OUP, Delhi, 2001
- Chakravarti, Uma, The Social Dimensions of Early Buddhism, OUP, Delhi, 1987.
- Champakalakshmi, R., From Devotion and Dissent to Dominance: The Bhakti of Tamil Alvars and Nayanars
- R.Champakalakshmi, eds, Tradition, Dissent and Ideology, OUP, Delhi, 1996, pp. 135-63.
- Olivelle, Patrick, The Early Upanishads: Annotated Text and Translation, OUP, Oxford, 1998.
- Chatterjee, Asim Kumar, A Comprehensive History of Jainism, 2 volumes, Firma KLM, Calcutta, 1984.

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

GE Pool for BA (VS) Marketing Management & Retail Business Students

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

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

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components

1

5 Hours

Definition and scope of tourism, Historical development and evolution of tourism,

Tourism industry sectors and stakeholders, Trends and challenges in the tourism industry, Tourism Systems and Components, The tourism system: demand and supply, Tourist behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism:*

Principles and Practice (7th ed.). Pearson.

- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space* (4th ed.). Routledge.
- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*. Routledge.
- Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
- Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
- Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
- Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

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

B.A. (VS) Tourism Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

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

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.
3. examine the economic impacts of tourism at the local destination. Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism.
Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12

Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/ historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.

- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

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

**COMMON POOL OF GENERIC ELECTIVE COURSE (GE)
FOR
BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)
SEMESTER-V**

(Students can choose any GE courses other than the GE offered by their parent department)

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	0	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

Meaning and Definition of Office, Characteristics of an Office, Requisites of an Office, Significance of Modern Office, Scope and Growth of Office Activities, Office Management,

Objectives and Principles of Office Management, Primary and Secondary/Administrative Functions, Development of Office Practices, Office Hierarchy, Changing the Nature And Scope of Office Work, Functions of Office Manager, Essential Qualification, Experience and Supervisory Skills Required For Office Manager, Management and Administrative Functions, Changing Office Scenario, Concept of Paperless Office, Automated Office, Virtual Office.

Unit 2: Office Environment

9 hours

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

Unit 3: Office Mechanization

9 hours

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

Unit 4: Office Supplies, Office Forms and Procurement

9 hours

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

Unit 5: Office Correspondence, Records Management and Banking

9 hours

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	-	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Introduction

9 hours

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

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

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

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

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

Unit 4: Responsible Production and Mindful Consumption

8 hours

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

Unit 5: Responsible Investment

8 hours

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

Exercises: The learners are required to:

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

Suggested Readings:

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

- Abingdon; Routledge. (Unit I to V)
- Stokke, O. (2018). *Sustainable Development*. Abingdon; Routledge. (Unit I to V)

Additional Readings:

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

Notes:

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

List of GE's offered by Department of MATERIALS MANAGEMENT
(CVS)
Semester V

B.A. (VS) MATERIALS MANAGEMENT GE 5.1:

Introduction to Materials 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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

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

- discuss the conceptual framework of material management and can manage the material management process.
- explain both internal and external of material management, material management activities, functions and organizational structure;
- explain production processes, machines and tools used in industries.
- analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages

9 hours

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting

9 hours

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries, Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing

9 hours

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining, Vendor relations, Purchasing Methods.

Unit 4: Inventory

9 hours

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method), Input and output of MRP system.

Unit 5: Materials handling and storage systems

9 hours

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages with other functional areas of management. Prepare a explanatory note to be presented to Director operations.
2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.
4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.

- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.
- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision. Chapman Hall.
- Shah, N. M. (2000). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

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

**B.A. (VS) MATERIALS MANAGEMENTGE 5.2: Basics of
Purchase Management**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

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

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management

12 hours

Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relationship with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12 Hours

Sources of supply: vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting

12 Hours

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase

9 hours

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing

- Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating systems help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.
 4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailky, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.
- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

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

List of GEs offered by Department Small and Medium Enterprises (CVS)

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		
Launching a New Venture (GE-5.1)	4	3	1	0	12 th Pass	Nil

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	0	12 th 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:

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.**

List of GEs offered by Department of Human Resource Management
(CVS)
for All Vocational Courses
Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)
Stress 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		
Stress Management (GE-5.1)	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

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

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour as a consequence to stress.
4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress 7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress 10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job

stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress 10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention :9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress :9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.
4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.

- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication
- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

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

**B.A. (VS) Human Resource Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)
Team Building and Development**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

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

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.

3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams

8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team, Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team, Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building : 8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model, Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams – Employee First Customer Second.

Unit 5: Evaluation of Team Performance

8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to

achieve

desired goals of organisation. Also identify various training needs of your team in the process.

3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
4. Create a Team Charter of your team and provide it to your team member's. students should collaborate with fellow classmates forming small groups to complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project. They should consider aspects such as communication, decision-making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior
5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2). 111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

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

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Unit 1: Risk and Uncertainty - Hours

11

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects Hours

12

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk :12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview : 10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	-	Pass in class 12 th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

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

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

Exercises:

The learners are required to:

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) Risk Management & Insurance Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) Fundamentals of Risk Management and Insurance.

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.

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage
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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.
4. The student will also come to know about intangible cultural heritage like language and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects : (i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut-Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen's Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa's Abhigyanshakuntalam, Prakrit: Gatha Satasai, Indo-Persian Literature: Amir Khusro's works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., The Wonder that was India. Volume I, New Delhi.
- Gupta S. P., Elements of Indian Art, DK Print World, 2007
- Brown Percy, Indian Architecture, Buddhist Hindu and Islamic, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): Perceptions of India's Visual Past, AIIS, Delhi, 1994. • Asher Catherine, Architecture of Mughal India.
- Vatasayana Kapila; Indian Classical Dance, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. The History and Culture of the Indian People, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, Studies in Indian Temple Architecture; Chapter 1. AIIS, 1975.
- Deva, B.C., An introduction to Indian Music, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Tillotson G, Havelis of Rajasthan.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.
- Venkatasubramanian, T.K. Music as History in Tamil Nadu, Primus Books, Delhi, 2010.

Notes:

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

List of GE's offered by Department of Political Science (CVS) for All Vocational Courses Semester V

**GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India**

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Polity and Governance in India	4	3	1	-	NA	NA	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

1. To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s. To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to help undergraduates to analyse the impact of globalisation process on economy, polity,

society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.
- b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

- a) Institutional Functioning: Prime Minister, Parliament and Judiciary.
- b) Power Structure in India: caste, class and patriarchy,
- c) Religion and Politics: debates on secularism and majoritarianism,
- d) Parties and party system in India

Unit -4 (15 hours)

The Developmental Trajectory

- a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.
- b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)

Globalisation

- a) Role of state in the era of Globalisation
- b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings

Reading Indian State

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14
Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.
Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165
Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.
R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.
S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].
Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137
Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford University Press.

Subhash Kashyap (2017), *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, New Delhi: National Book Trust.

V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) *Politics and Ethics of the Indian Constitution*, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

Fadia, B.L(2002): *Indi and government and Politics*, Sahitya Bhawan Publication, Agra,68-135

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin,599-630

Narang, A.S(2015): *India Political System, Process and Development*, New Delhi, Gitanjali publication,111—180,309-446

Chandhoke, Neera (2019): *Pluralism, Secularism, and Tolerance: Anxieties of Coexistence*, New Delhi, Sage

Jayal, N. G& Mehta, P.B(2010): *The oxford Companion to Politics in India*, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): *Politics and State in India*, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) *Indian Government and Politics* New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press, 90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin.,442-598

Rao, M.S (2008): *Social Movements in India*, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): *Social movements in India*, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) *The Governance Discourse*. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), *Good Governance, Democratic Societies and Globalisation*, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) *Oxford Companion to Indian Politics*. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): *Governing Globalization: Issues and Institutions*, Oxford University Press, New Delhi.

GE Pool for Students other than that of BA (VS) Marketing Management & Retail.
Semester V

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	-	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail structures in existence.

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

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.
3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions

12

Hours

Planning- concept and meaning, Decision-making, Organisational structures- traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication- meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.
2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their decision-making processes, and analyze the effectiveness of their management strategies.
3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their choice, such as fashion retail, electronics retail, or grocery retail. They can present their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publg. Co. Ltd., New Delhi.
- Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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) Marketing Management and Retail Business Semester V
GENERAL ELECTIVE COURSE (GE-5.2)
Basics of Retail Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	-	Pass in Class 12th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

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

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. categorised different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit1 Basics of retail management

12 hours

Concept, objective and functions of Retail Environment; Types of Retailing Formats- advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment

9 hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution:

12 hours

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.
4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*,

Cengagelearning, Andover, UK

- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford University Press.
- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.**

Marketing Management & Retail Business

Semester-VI

<u>DSC</u>	International Marketing
	Green Marketing
	Digital Economy
<u>DSE</u>	Rural Marketing
	Sales Promotion and Public Relations
	Social and Non-Profit Marketing
	Ethics and Corporate Governance
	Basic Development Economics
	Historical Perspectives on Environmental Consciousness
<u>GE Pool For BA(VS) Marketing Management & Retail Business Students</u>	
1.	Emerging Trends in Tourism
2.	Institutional Tourism Management
3.	Office Operations
4.	Communication in Management
5.	Introduction to Warehouse Management
6.	Introduction to Supply Chain Management
7.	MSMEs Policy Initiatives and Institutional Framework
8.	Accounting for Entrepreneurship
9.	People Management
10.	Learning and Development
11.	Basics of Life Insurance
12.	Basics of non-Life Insurance
13.	Cultural Diversity: Visual Arts, Popular Culture and Institutional Practices
14.	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Marketing Management & Retail Business</u>	
1.	Basics of Advertising
2.	Consumer Behaviour and Decision Making

B.A. (VS) Marketing Management and Retail Business
Semester VI
DISCIPLINE SPECIFIC CORE COURSE – (DSC-6.1)
International Marketing
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		
INTERNATIONAL MARKETING (DSC: 6.1)	4	3	1	-	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

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

1. define the concept of international marketing, including its concept, evolution, importance, process, opportunities and challenges.
2. Discover components of the international marketing environment, and their significance in shaping international marketing practices.
3. develop insights into international market entry strategies, international distribution channels, international promotional strategies and selection of entry mode.
4. Appraise the unique challenges and considerations in pricing decisions for international markets Understand the different pricing approaches, factors influencing pricing decisions.

Unit I: Introduction to International Marketing

12 Hours

International Marketing: Concept, Evolution, Importance and Process, International Marketing Research, International Marketing Information Systems, Opportunities and Challenges in International Marketing, International Marketing Distinguished from Domestic Marketing, Future Prospects of International Marketing, India's Presence in International Marketing.

Unit II: International Marketing Environment

9 Hours

Scanning International Marketing Environment: Economic, Financial, Political, Technological, Legal and Socio-Cultural environments. Introduction to International Trade Organizations: World Trade Organisation, Regional Trade Agreement, South Asian Association on Regional Cooperation, Association of Southeast Asian Nations Brazil, Russia, India, China and South Africa (BRICS), and European Union.

Unit III: International Product, Distribution and Advertising Strategies 15 Hours

Entering International Markets: Introduction, The Modes of International Market Entry, Factors Affecting the Selection of Entry Mode, Choosing the Right International Market Entry Mix, International distribution channels - Types and functions of foreign distribution channels, selection of middlemen, Multinational retailers and Wholesalers, International Promotional Strategies: Concept, Strategies: standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness

Unit IV: Pricing Decisions for International Markets 09 Hours

Introduction, Pricing Decisions, Pricing Approaches for International Markets, Factors Influencing Pricing Decisions in International Markets, Terms of Delivery in International Transactions, Dumping, Counter Trade, Transfer Pricing in International Markets, Grey Marketing

Practical Exercises:

1. Assign students a case study that showcases a real-world example of a company's international marketing efforts. Instruct them to analyze the company's approach to international marketing, including its market research, entry strategies, and adaptation or standardization of marketing mix elements. Students should identify the opportunities and challenges faced by the company in the international market and propose recommendations for improving their international marketing efforts. Encourage students to present their analysis and recommendations in written reports or presentations, emphasizing critical thinking and application of concepts.
2. Divide the class into small groups and assign each group a specific country or region. Instruct them to conduct a comprehensive analysis of the international marketing environment of their assigned location, considering the economic, financial, political, technological, legal, and socio-cultural factors. Students should research and present their findings, highlighting the key environmental factors and their impact on international marketing strategies. Encourage students to use visual aids, such as charts or graphs, to enhance their presentations and facilitate class discussions on the challenges and opportunities present in different international markets.
3. Organize a market entry strategy simulation exercise where students work in groups representing different companies. Each group should select a target international market and develop a market entry strategy, including the selection of an appropriate entry mode and distribution channels. Instruct students to consider factors such as market characteristics, competitive landscape, and cultural differences. Students should present their strategies to the class, explaining their rationale and justifying their decisions.
4. Assign students a case study or real-world example of a company operating in international markets. Instruct them to analyze the company's pricing decisions, considering the pricing approaches used, the factors influencing those decisions, and any challenges or issues faced. Students should evaluate the effectiveness of the pricing strategy and propose recommendations for improving or adapting the pricing approach in international markets. Encourage students to critically analyze the case study, applying their knowledge of international pricing concepts and considering the specific market dynamics involved.

Suggested Readings:

- Cateora, P. R., Graham, J. L., & Gilly, M. C. (2020). International marketing (18th ed.). McGraw-Hill Education.
- Keegan, W. J., & Green, M. C. (2019). Global marketing (9th ed.). Pearson.
- Svend Hollensen. (2021). Global Marketing: A Decision-Oriented Approach (9th ed.). Pearson.
- Doole, I., & Lowe, R. (2021). International Marketing Strategy (8th ed.). Cengage Learning.
- Kotabe, M., &Helsen, K. (2019). Global Marketing Management (7th ed.).
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2019). International Business: Environments and Operations (16th ed.). 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.**

B.A. (VS) Marketing Management and Retail Business
Semester VI

DISCIPLINE SPECIFIC CORE COURSE – (DSC-6.2)
Green Marketing

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		
GREEN MARKETING (DSC: 6.2)	4	3	1	-	Pass in Class XII	NIL

Learning objectives: To make the student understand the concept of Green Marketing and Green Products

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

1. Define concept of green product and green marketing concepts, including evolution, importance, and benefits and explore the strategies and components of the green marketing mix.
2. classify different green marketing initiatives undertaken by organizations. Understand the strategies and practices employed by green firms across various industries.
3. discover the purchase decision-making process and the factors that influence consumer buying decisions.
4. appreciate the concept of environmental consciousness its significance and the guidelines and legal issues related to green marketing.

Unit I: Green Product and Green marketing concepts

12 Hours

Green Product - Green Marketing - Evolution of Green Marketing - Importance of green marketing - Benefits of Green Marketing- Adoption of Green Marketing- Green Marketing Mix – Strategies to Green Marketing, Green marketing concepts - Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index,

Unit II Green marketing initiatives

12 Hours

Green marketing initiatives - Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITCs Paperkraft – Maruti's Green Supply Chain – ONCGs Mokshada Green Crematorium – Samsung's Eco-friendly handsets- Wipro

Infotech's Eco-friendly computer peripherals, case of Reva electric car and others cases of green marketing.

Unit III Purchase decision

9 Hours

Purchase decision - Meaning of Purchase decision – Factors affecting Purchase decision - Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

Unit IV Environmental consciousness

12 Hours

Environmental consciousness - Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste, Legal issues related to Green marketing. Role of National Green Tribunal (NGT), National Institution for Transforming India (NITI) AYOOG and other regulatory institutions, Green audit.

Practical Exercises:

1. Divide the class into small groups and assign each group a hypothetical or real-life scenario where they need to design a green marketing campaign for a specific product or service. Instruct the groups to identify a target market segment and develop a marketing strategy that highlights the environmental benefits and sustainability aspects of the product or service. Students should create marketing materials, such as advertisements, social media campaigns, or promotional videos, that effectively communicate the green attributes and engage the target audience. Encourage students to consider the principles of green marketing and apply their knowledge to create persuasive and impactful campaigns.
2. Assign each student or group a specific green marketing initiative or case study from the provided list. Instruct them to research and analyze the initiative, focusing on the organization's green management policy, the specific green solutions or products offered, and the outcomes and impacts of the initiative. Students should present their findings to the class, highlighting the key strategies and practices employed by the organization and discussing the effectiveness and challenges of the green marketing initiative.
3. Assign students a consumer behavior analysis project where they choose a product or service and investigate the factors that influence consumers' purchase decisions related to environmental considerations. Students should conduct surveys, interviews, or observations to gather data on consumer preferences, motivations, and decision-making processes. They should analyze the collected data and present their findings, discussing the key factors that influence purchase decisions in the context of environmental consciousness. Encourage students to apply relevant consumer behavior models and theories to interpret their findings and draw insights for green marketing strategies.
4. Instruct students to conduct a green audit of their campus, workplace, or community environment. They should assess the environmental impact and sustainability practices

in areas such as waste management, energy consumption, water usage, and transportation. Based on the audit findings, students should develop an action plan to improve the environmental performance and promote green practices. They should outline specific steps, responsibilities, and timelines for implementing the action plan. Encourage students to consider the guidelines for environmentally sound practices and legal requirements related to green marketing.

Suggested readings:

- Peattie, K., & Charter, M. (Eds.). (2019). *Green Marketing: Challenges and Opportunities for the New Marketing Age* (2nd ed.). Routledge
- Dahlstrom, R. (2020). *Green Marketing Management* (3rd ed.). Cengage Learning.
- Swamy, S. (2018). *Green Marketing and Sustainability*. Springer.
- Martin, D., & Schouten, J. W. (2018). *Sustainable Marketing* (8th ed.). Pearson.
- Belz, F. M., & Peattie, K. (2019). *Green Marketing: A Global Perspective* (5th ed.). Wiley.
- Grant, J. (2019). *Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding* (5th ed.). John Wiley & Sons.
- Polonsky, M. J., & Ottman, J. A. (2018). *Green Marketing, Sustainable Development, and Corporate Social Responsibility* (2nd ed.). Cengage Learning.
- Lamberton, C., & Diehl, S. (2020). *Green Marketing and Environmental Responsibility in Modern Corporations*. Palgrave Macmillan.
- Wagner, T., & Horváth, C. (2019). *Green Brands: Sustainable Brands and Marketing Strategy*. Palgrave Macmillan.

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) Marketing Management and Retail Business
Semester VI

DISCIPLINE SPECIFIC CORE COURSE - DSC-6.3

DIGITAL ECONOMY

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
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 coopetition;
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* (2nd 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:

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) Marketing Management and Retail Business
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE-6.1)

Rural Marketing
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		
RURAL MARKETING (DSE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning objective: The paper aims to develop basic understanding of concepts, tools, challenges and growing importance of rural markets in Indian scenario.

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

1. Define the concept of rural markets, including nature, growing importance and motives of rural consumers.
2. explain product and price decisions in the context of rural marketing and examine factors influencing pricing decisions and pricing strategies for rural markets.
3. Analyse the factors influencing the promotion mix in rural markets and the challenges associated with rural communication and promotion.
4. comprehend rural distribution channels and logistics considerations and the challenges associated with distributing products in rural areas.

Unit I: Introduction

9 Hours

Concept, nature and growing importance of rural markets; Rural vs Urban Marketing; Rural marketing environment; Rural marketing mix, Characteristics of Rural Consumer and motives; Segmentation, targeting and positioning in rural markets; Emerging trends of rural marketing in India.

Unit II: Product and Price Decisions

12 Hours

Rural product classification; Product adoption process in rural market; product branding, packaging, labeling and product support services in rural markets, Challenges in developing a product for rural markets; Factors affecting pricing decisions for rural markets; setting price for rural market: factors, methods and strategies; Challenges in setting price for rural markets

Unit III: Promotion Decisions**12 Hours**

Factors affecting promotion mix for rural markets; Challenges in rural communication and promotion; promotion mix-promotion tools and their importance for rural markets; Cases for innovative approaches for promotion in rural market

Unit IV: Distribution Decisions**12 Hours**

Rural Distribution Channels; logistics decisions for rural markets; factors affecting distribution decisions in rural markets; challenges for distribution decisions in rural markets; Cases for innovative distribution approaches in rural market.

Practical Exercises*:

1. Assign students to conduct a field visit or research project in a rural area to analyze the local market dynamics and consumer behavior. Instruct them to collect data on the demographics, lifestyle, and consumption patterns of rural consumers. Students should assess the availability of products and services, identify the major players in the market, and observe the marketing strategies employed by businesses targeting rural consumers. They should present their findings, highlighting the unique characteristics of the rural market and discussing the implications for marketing strategies.
2. Divide the class into small groups and assign each group a specific rural product category, such as agricultural equipment, healthcare products, or consumer goods. Instruct the groups to develop a new product or modify an existing product to cater to the needs of rural consumers. They should consider the unique characteristics of the rural market, including affordability, durability, and relevance. Students should also determine an appropriate pricing strategy for their product, taking into account factors such as affordability, competition, and perceived value. Each group should present their product concept and pricing strategy, discussing the rationale behind their decisions.
3. Assign each student or group a specific rural product or service and instruct them to design a comprehensive promotion campaign targeting rural consumers. Students should consider the unique characteristics and preferences of the rural audience and develop a promotion mix that includes appropriate tools such as advertising, personal selling, sales promotion, and public relations. They should create sample promotional materials and outline a step-by-step plan for executing the campaign. Students should present their campaign design, discussing the strategies employed and their potential effectiveness in reaching and influencing rural consumers.
4. Assign students to research and analyze the distribution strategies employed by companies operating in rural markets. They should choose a specific product category or industry and examine the distribution channels used, logistics considerations, and challenges faced by companies in reaching rural consumers. Students should present their findings, discussing the effectiveness of the distribution strategies and exploring opportunities for improvement or innovation. They should also propose alternative distribution approaches based on their analysis and the unique characteristics of the rural market.

Suggested Readings:

- Kashyap, D. (2021). Rural Marketing: Concepts, Practices, and Cases. New Delhi: Pearson Education.

- Singh, R., & Pandey, A. (2022). Rural Marketing: Indian Context. New Delhi: Excel Books.
- Krishnamacharyulu, C. S. G. (2020). Rural Marketing: Text and Cases. New Delhi: Himalaya Publishing House.
- Sharma, S. (2019). Rural Marketing: Opportunities, Challenges, and Strategies. New Delhi: Pearson Education.
- Swami, S. N. (2019). Rural Marketing: Concepts, Practices, and Cases. New Delhi: SAGE Publications.
- Dash, S. B., & Dash, N. (2018). Rural Marketing: Targeting the Non-urban Consumer. New Delhi: Oxford University Press.

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) Marketing Management and Retail Business
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE-6.2)
Sales Promotion And Public Relations
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
SALES PROMOTION AND PUBLIC RELATIONS (DSE: 6.2)	4	3	1	-	Pass in Class XII	NIL

Learning objective: The course aims to familiarize the students with the basics of Sales Promotion and its importance in marketing.

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

1. Explain the meaning, importance and types of sales promotions.
2. Identify the features, strengths, and limitations of major tools of sales promotion
3. Identify the similarities between publicity and public relations.
4. Identify unethical practices in sales promotion and public relations and their consequences.

Unit I: Introduction to Sales Promotion

12 Hours

Sales Promotion: Nature, meaning and importance of Sales Promotions; Significance of Sales Promotion in marketing; Different forms of Sales Promotions; Consumer-oriented Sales Promotion; Trade oriented Sales Promotion; and Sales force oriented Sales Promotion.

Unit II: Major tools and programmes of Sales Promotion

12 Hours

Sales Promotion tools including -Premiums, price offs, coupons, sampling, refunds and rebates, contest, games and lotteries, point of purchase; Displays and demonstrations; Conferences use; Trade fairs; Exhibition and fashion shows, Specialties and novelties, and recent prevalent tools -features, strength and limitations-testing; implementation; evaluating the result and making necessary modifications

Unit III: Public Relations

12 Hours

Public Relations- meaning, characteristics and increasing significance; Similarities between publicity and public relations. Tools of public relations- news, special events, speeches, public service activities and other recent prevalent tools.

Unit IV: Ethical and legal aspects of sales promotion and public relations 9 Hours

Importance of ethics in sales promotion and public relations; Unethical practices and its consequences in Sales Promotion and public relations- Hidden fees, Ambiguous terms and conditions, invasion of privacy, professional code of conduct etc. Puffery or misrepresentation.

Exercise :

The learners are required to:

1. Evaluate the different types of sales promotions and select the most appropriate one for a given situation.
2. Develop a sales promotion plan that meets the specific objectives of a company, evaluate the results and make necessary modifications.
3. Explain the similarities between publicity and public relations and develop a public relations plan that meets the specific objectives of a company.
4. Identify unethical practices in sales promotion and public relations, explain its consequences and apply ethical principles to sales promotion and public relations practices.

Suggested Readings:

- Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2022). Public relations: Managing the communication process (13th ed.). Sage.
- Jobber, D., & Simkin, L. (2022). Sales promotion: A practical guide (3rd ed.). Routledge.
- Stacks, D. W. (2022). Public relations and marketing: The integrated PR mix (7th ed.). Sage.
- Lilien, G. W., & Bloom, P. N. (2021). The handbook of sales promotion (2nd ed.). Routledge.
- Farris, P., McCarthy, M. J., & Shapiro, C. S. (2020). Sales promotion: A practical guide for professionals (4th ed.). McGraw-Hill Education.
- Best, R. J. (2020). Sales promotion: Theory, methods, and cases (5th ed.). Routledge.
- Harlow, R. (2020). Public relations: A thematic approach (2nd ed.). Routledge.

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) Marketing Management and Retail Business
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE - DSE-6.3
Social And Non-Profit Marketing

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		
SOCIAL AND NON-PROFIT MARKETING (DSE: 6.3)	4	3	1	-	Pass in Class XII	NIL

Learning objectives: It explains the principles of planning, execution and assessment of strategic marketing in social and non-profit organizations.

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

1. describe and explain the meaning and nature of social marketing
2. analyse social marketing problems and suggest ways of solving these
3. recognise the range of stakeholders involved in social marketing programmes and their role as target markets
4. assess the role of branding, social advertising and other communications in achieving behavioural change.

Unit I Introduction of Marketing

9 Hours

Overview of non-profit management; definitions of marketing; marketing as a general business practice. Increasing importance of marketing in the non-profit sector; changing behaviour; consumer-centered approach; structural implications of incorporating marketing activities

Unit II Marketing Planning Processes

12 Hours

Organizational Marketing Planning Processes in NGO's. Understanding target audience decisions; marketing research; planning and budgeting the marketing mix. Segmentation, positioning and branding. Marketing mix. Product: organization's offerings; developing and launching new offerings;

Unit III Applications of marketing

12 Hours

Application of marketing knowledge to fundraising, volunteer management and board governance; marketing and information technology. Managing public relations. Marketing evaluation, monitoring and control.

Unit IV Working with the private sector and Case Studies

12 Hours

Working with the private sector: cause-related marketing; social marketing, CASE STUDY DISCUSSION - United Way of Massachusetts Bay, Population Services International: The Social Marketing Project in Bangladesh, CARE USA, The Aravind Eye Hospital, Madurai, India.

Exercises:

The learners are required to:

1. Identify social marketing initiatives that can be currently observed in the environment.
2. Read a case study from a textbook that highlights a social or nonprofit marketing campaign. Analyze the campaign's goals, target audience, strategies, and outcomes. Identify key challenges and opportunities, and propose alternative approaches that could have been taken.
3. Imagine you are working for a nonprofit organization and tasked with developing a marketing plan for a new social initiative. Use concepts and frameworks from the textbook to guide you in conducting a situation analysis, setting objectives, identifying target markets, developing strategies, and outlining an implementation and evaluation plan.
4. Task: Choose a nonprofit organization and develop an audience segmentation strategy for one of their campaigns. Apply the concepts of segmentation, targeting, and positioning from the textbook to identify distinct audience segments, develop personas, and tailor marketing messages and tactics for each segment.
5. Organize a workshop where participants are divided into small groups. Each group should develop a social media strategy for a different nonprofit organization. Provide them with a textbook chapter on social media marketing in the nonprofit sector and guide them through the process of setting goals, selecting platforms, creating content, and measuring success.

Suggested readings:

- Andreasen, A. R., & Kotler, P. (2018). Strategic Marketing for Nonprofit Organizations (8th ed.). Pearson.
- Weinreich, N. K. (2018). Hands-On Social Marketing: A Step-by-Step Guide to Designing Change for Good (2nd ed.). Sage Publications.
- Wymer, W., Samu, S., & Aalbers, D. (2018). Nonprofit Marketing: Principles and Practices (2nd ed.). Sage Publications.

- Lee, N. R., & Kotler, P. (2019). *Social Marketing: Changing Behaviors for Good* (6th ed.). Sage Publications.
- Andreason, A. R. (2018). *Social Marketing in the 21st Century*. Sage Publications.
- Hastings, G., Stead, M., & Webb, J. (2018). *Social Marketing: Why Should the Devil Have All the Best Tunes?* Butterworth-Heinemann.
- Domegan, C., & McHugh, P. (2018). *Social Marketing: From Tunes to Symphonies* (2nd ed.). Routledge.
- Lefebvre, R. C. (2019). *Social Marketing and Social Change: Strategies and Tools for Improving Health, Well-Being, and the Environment* (2nd ed.). Jossey-Bass.
- Andreason, A. R., & Simonsen, D. (2018). *Social Marketing: Evolution and Contemporary Practice*. Routledge.
- Cheng, H., & Kotler, P. (2020). *Social Marketing for Public Health: Global Trends and Success Stories* (2nd ed.). Springer.

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) Marketing Management and Retail Business
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.4)
Ethics And Corporate Governance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Ethics and Corporate Governance (DSE-6.3)	4	3	1	0	Pass in Class XII	Nil

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 hour

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:

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

B.A. (VS) Marketing Management and Retail Business
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.5)
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-6.5)	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) Marketing Management and Retail Business
Semester VI**

DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.6)

Historical Perspectives on Environmental Consciousness

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Historical Perspectives on Environmental Consciousness	4	3	1	0	Pass in class XII	NIL

Learning objective:

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

Learning Outcomes-

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

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

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

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

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

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

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

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

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

Practical Exercises:

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

Essential Readings

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

Suggestive readings-

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

COMMON POOL OF GENERIC ELECTIVE COURSE (GE)

FOR

BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)

SEMESTER-VI

(Students can choose any GE courses other than the GE offered by their parent department)

GE Pool for BA (VS) Marketing Management & Retail Business

Students Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	-	Pass in Class 12 th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK.
- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

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

B.A. (VS) Tourism Management
Semester VI
GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

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

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10

Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities Hours

15

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette Hours

12

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.

- Inskip, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.
- Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: Cengage Learning.
- Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
- Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
- Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

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

List of GE's offered by Department of Tourism Management (CVS)

Semester VI

GENERIC ELECTIVE COURSE (GE -6.1)

B.A. (VS) Modern Office Management

Semester VI

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)

Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

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

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

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

Unit 1: Fundamentals of front office operations: 9 hours

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

Unit 2: Front Office Management: 9 hours

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

Unit 3: Middle Office Operations: 9 hours

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

Unit 4: Back Office Operations: 9 hours

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

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

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

Practical Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

List of GEs offered by Department of Modern Office Management (CVS)**Semester VI****GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)****Communication in Management****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	-	12th Pass	-

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

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

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

Course Contents:

Unit 1: Introduction to Communications

10 hours

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

Unit 2: Listening

5 hours

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

Unit 3: Oral and Written Communication

10 hours

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

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

Unit 4: Group Discussion

10 hours

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

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

Unit 5: Meetings

10 hours

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

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

Exercises: The learners are required to:

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

Suggested Readings:

- Bell, R. L. & Martin, J. S. (2019) *Managerial Communication*. Business Expert Press.
- Gupta, Alpana & Gupta. S. M. (2016), *Effective Business Communication*, Viva Books Originals

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

Notes:

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

List of GEs offered by Department of MATERIALS MANAGEMENT (CVS)
Semester VI

GE 6.1: Introduction to Warehouse 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

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

1. Recognize the need for warehousing in today's competitive environment and how supply chaintrends are impacting the design and operation of warehouses.
2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouseoperation.
3. Develop strategies for improving receiving and issuing material operations, including the use of barcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finishedgoods, and MRO.

5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width- finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)
– Handling time –vehicle utilization –number of loads completed –congestion –Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory

control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewarehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in any warehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems* [With CDROM]. Springer Verlag.

- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasing and Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply Chain Management*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principles and Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and Distribution Management: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas Publication House Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. Lucie Press.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. Palgrave Macmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

GE 6.2 Introduction to Supply Chain 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	-	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

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

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning: 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain: Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations: 9 hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement: 9 hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics(KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management: 9 hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.
- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

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

List of GEs offered by Department Small and Medium Enterprises (CVS)
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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12 th Pass	Nil

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	-	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

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.

**List of GEs offered by Department of Human Resource Management
(CVS) for All Vocational Courses
Semester VI**

**GENERIC ELECTIVE COURSE (GE- 6.1)
People Management**

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	-	12th Pass	Nil

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

Learning Outcomes:

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

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

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

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

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

Unit 4: Managing Evaluation and Assessment

10 hours

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

Unit 5: Leading People & Resolving Conflicts

8 hours

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational

climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.
3. participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
5. Simulate role play of 360-degree appraisal in groups (as formed in previous activity) and appraising the performance of each member of the group.
6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

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

B.A. (VS) Human Resource Management Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)
Learning And Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

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

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development

9 hours Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment

9 hours Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies

9 hours

Development techniques for enhancing decision-making and interpersonal skills, case study, in-basket exercise, special projects, action learning, syndicate work, games, action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling**9 hours**

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

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

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)
Semester VI

B.A. (VS) Insurance Management Semester VI
GENERIC ELECTIVE COURSE (GE- 6.1)
Basics of Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

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

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement

11

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance

10 Hours

Professional ethics and standards, Disclosure and transparency in sales practices,

Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)
2. make a matrix representing the type of insurance policy, its features and the needs of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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) Insurance Management Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)

Basics of Non-Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	-	Pass in class 12 th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

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

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).
2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasanee, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture &
Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures (12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern (12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture (12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions (09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon

- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	-	NA	NA	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
 - 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
 - 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
 - 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
 - 5: To provide students with an understanding to look at theoretical approaches to public policy.
 - 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen- administration interface
- By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.

Chakravabarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.

Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.

Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan, New Delhi.

Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.

Yadav, Sushma (2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.

Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.

Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.

Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.

Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.

Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.

Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.

Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216

Bhattacharya, M (2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323

Caiden, N (2004): Public budgeting Amidst Uncertainty and instability, in Shafritz, J. M & Hyde, A. C (eds) Classics of Public Administration, Cengage Learning.

Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M & Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.

Bhattacharya, M (2001), *New Horizons in Public Administration*, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, *Public Policy*, sage ,new delhi 2016.
 Shaktidhar, S.L., *Budgeting in India*, I.I.P.A, New Delhi, 1960.
 Sir Herbert, *The British Budgetary System*, London, Allen & Unwin Ltd. 1959.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Awasthi, A & Maheshwari (2003), *Public administration*, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), *Public Administration in Globalising World*, Sage, New Delhi, 1-43.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Maheshwari, M (2003): *Administrative Thinkers*, Macmillan Publishers, New Delhi, 97-174, 210-279.
 Prasad, D.R Prasad, V.S & Satyanarayana, P(ed) (2006): *Administrative Thinkers*, Sterling Publishers ,New Delhi, 22-151.
 Sharma, M.P. & Sadana, B.L (2009): *Public administration in Theory and Practice*, Kitab Mahal, New Delhi, 128-143.
 Polinaidu, S (2010): *Public Administration*, Galgotia publication, New Delhi, 563-587.
 Sapru, R.K (2012): *'Public Policy'* sterling publisher, New Delhi, 1-23, 60-92, 133-172.
 Singh, K. (2003). *Aid and Good Governance*, A discussion paper on the reality of aid.
 Stroker, G. (1998), *Governance as theory: five propositions*, *International social science journal*, Vol. 50 , No. 1: 17-28.
 Ramesh K Arora, *Public Administration in India Tradition, Trends and Transformation*, Paragon International Publishers, 2006.
 L.d. White, *Introduction to the Study of Public Administration*, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) *Decentralisation: Institution and Political in Rural India*, Oxford University press, New Delhi
 E Governance (2004): *The New Age*, APH publishers.
 Sharma, P.K & Deveshwar, M (2007) *'Right to Information in India'* in Singh, S and Sharma. P (eds) *Decentralisation: Institution and political in Rural India*, Oxford University press, New Delhi
 Vasu Deva, (2005) *E governance in India: A Reality*, Commonwealth publisher.

List of GE's offered by Department of Marketing Management and Retail Business
(CVS)
Semester VI

GENERAL ELECTIVE COURSE (GE-6.1)
Basics Of 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		
Basics Of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

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

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used by brand promoters in the market.
3. describe the role and types of advertising agencies.
4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies :

9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising

12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.
- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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) Marketing Management and Retail Business Semester VI
GENERAL ELECTIVE COURSE (GE-6.2)
Consumer Behaviour And Decision Making

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	-	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

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

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; distinguish between customer and consumer; the role of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experienter and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and Sons
- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHI Learning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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.

UNIVERSITY OF DELHI
UNDERGRADUATE
CURRICULUM FRAMEWORK–
2022 BASED ON NEW
EDUCATION POLICY,2020
B.A (Vocational Studies)
MATERIALS MANAGEMENT

Materials Management

Semester-V

<u>DSC</u>	Technology in Supply Chain Management
	Firms in the Globalising World
	Business Analytics in SCM
<u>DSE</u>	Port Management
	Global Supply Chain Management
	Revenue Management and Financial Essentials
	Public Policy and Governance
	Productivity Management
<u>GE Pool For BA(VS) Materials Management Students</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment
3.	Modern Office Management
4.	Sustainable Development
5.	Essentials of Management and Retail Essentials
6.	Basics of Retail Management
7.	Launching a New Venture
8.	Management of Small Business Enterprises
9.	Stress Management
10.	Team Building and Development
11.	Risk Management and Insurance
12.	Introduction to Insurance
13.	Cultural Diversity: Tangible & Intangible Heritage
14.	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Materials Management</u>	
1	Introduction to Materials Management
2	Basics of Purchase Management

B.A. (VS) MATERIALS MANAGEMENT

DSC 5.1: Technology in Supply Chain 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		
Technology in Supply Chain Management DSC 5.1	4	3	0	1	Pass in Class XII	NIL

Learning objectives

It is designed to provide students with a comprehensive understanding of how technology is transforming and improving supply chain operations. Students will learn about the latest technological advancements and their applications in various aspects of the supply chain, including procurement, logistics, inventory management, demand forecasting, and customer relationship management. It will cover both theoretical concepts and practical case studies to help students develop a strategic and practical approach to leveraging technology for supply chain optimization.

Learning outcomes

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

1. recognize the role of technology in enhancing supply chain management practices and also analyse the case studies to explore successful implementations of e-procurement and SRM systems.
2. analyse route optimization and fleet management solutions for effective transportation planning.
3. examine the integration of Customer Relationship Management (CRM) systems with the supply chain and analyse customer segmentation and personalization strategies in CRM.
4. evaluate the applications of Internet of Things (IoT) in supply chain management and analyse case studies on successful implementation of blockchain in supply chain management.
5. analyse big data analytics and predictive modelling techniques for supply chain optimization.

Unit 1: Introduction to Supply Chain Management and Technology

9 hours

Overview of supply chain management and its importance, Role of technology in supply chain management, Key technological trends shaping the industry, E-Procurement and Supplier Relationship Management, E-procurement systems and their benefits, Supplier relationship

management (SRM) and its significance, Case studies on successful implementation of e-procurement and SRM systems

Unit 2: Warehouse and Inventory Management Technologies

9 hours

Automated warehouse systems and robotics, Inventory management software and tool Just-in-Time (JIT) and Lean principles in inventory management, Transportation and Logistics Technologies, Transportation management systems (TMS), Route optimization and fleet management solutions, Tracking and tracing technologies for real-time visibility

Unit 3: Demand Forecasting and Analytics

9 hours

Statistical forecasting methods, Demand sensing and demand-driven planning, Predictive analytics and machine learning in demand forecasting, Customer Relationship Management (CRM) in the Supply Chain, CRM systems and their integration with the supply chain, Customer segmentation and personalization, Omni-channel customer experience management

Unit 4 Internet of Things (IoT) and Supply Chain Visibility

9 hours

IoT applications in supply chain management, Sensor technologies for real-time monitoring Achieving end-to-end supply chain visibility, Blockchain and Supply Chain Transparency, Introduction to blockchain technology, Blockchain applications in supply chain industry, Case studies on blockchain implementation in supply chain

Unit 5: Artificial Intelligence (AI) and Machine Learning (ML) in Supply Chain

9 hours

Role of technology in global supply chain operations, Internet of Things (IoT), blockchain, and artificial intelligence (AI) in supply chains. Big data analytics and predictive modelling for supply chain optimization, Supply chain visibility and collaboration platforms, AI and ML applications in supply chain optimization, Predictive maintenance and quality control using AI, Autonomous vehicles and drones in logistics. Case studies on autonomous delivery systems including Drones.

Exercises

The learners are required to:

1. discuss the case studies on successful implementation of e-procurement and SRM systems.
2. prepare a project on Route optimization and fleet management solutions for any company.
3. discuss the case on machine learning in demand forecasting.
4. be given case on Blockchain applications in supply chain industry.
5. dents will be able to prepare a case on use of Autonomous vehicles and drones in logistics.

Suggested readings

- Chopra, S., & Meindl, P. (2016). Supply chain management: Strategy, planning, and operation (6th ed.). Pearson.

- Chen, I. J., & Paulraj, A. (2004). Towards a theory of supply chain management: The constructs and measurements. *Journal of Operations Management*, 22(2), 119-150.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2019). *Designing and managing the supply chain: Concepts, strategies, and case studies* (4th ed.). McGraw-Hill Education.
- Ferdows, K., Lewis, M. A., & Machuca, J. A. D. (2003). Rapid-fire fulfilment. *Harvard Business Review*, 81(11), 104-110.
- Gunasekaran, A., Patel, C., & McGaughey, R. E. (2004). A framework for supply chain performance measurement. *International Journal of Production Economics*, 87(3), 333-347.
- Narasimhan, R., & Das, A. (2001). An empirical investigation of the antecedents and impact of e-business technology usage on small firms in the USA. *European Journal of Information Systems*, 10(2), 80-93.
- Sheffi, Y. (2018). *The resilient enterprise: Overcoming vulnerability for competitive advantage*. The MIT Press.
- Handfield, R. B., & Nichols, E. L. (2002). *Introduction to supply chain management*. Prentice Hall.
- Simatupang, T. M., & Sridharan, R. (2008). Design for supply chain collaboration. *Business Process Management Journal*, 14(3), 401-418.
- Lummus, R. R., Krumwiede, D. W., & Vokurka, R. J. (2001). The relationship of logistics to supply chain management: Developing a common industry definition. *Industrial Management & Data Systems*, 101(8), 426-431.
- Jacobs, F. R., Chase, R. B., & Lummus, R. R. (2013). *Operations and supply chain management* (14th ed.). McGraw-Hill Education.
- Hoek, R. I. V., & Harrison, A. (2008). Measuring the unmeasurable: The measurement of performance in the supply chain. *International Journal of Operations & Production Management*, 28(11), 1030-1054.
- Sodhi, M. S., & Tang, C. S. (2012). *Managing supply chain risk*. Springer.

Notes:

- **Suggested readings shall be updated and uploaded on the college website from time to time. Teachers may use free softwares available for SCM.**
- **Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

B.A. (VS) MATERIALS MANAGEMENT

DSC 5.2: FIRMS IN THE GLOBALISING WORLD DISCIPLINE SPECIFIC CORE - (DSC, 5th Semester)

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title and Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisites of the course
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*. (11th 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.

B.A. (VS) MATERIALS MANAGEMENT

DSC: 5.3 BUSINESS ANALYTICS IN SCM

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		
BUSINESS ANALYTICS IN SCM (DSC: 5.3)	4	2	-	2	Pass in Class XII	Basics of Statistics

Learning Objective: To make students to learn data-driven decision making and learn the basics of the business analytics in logistics and supply management. To familiarise students with basics of predictive and prescriptive analytics in order to solve some business problems using different types of data. Students should be able to solve business problems, analyse data sets using various relevant statistical software packages, and interpret and effectively communicate the result

Learning outcomes:

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

1. analyze data practices within the organization to identify opportunities for improvement.
2. recognize cultural barriers to data-driven decision making and propose solutions to overcome them. Apply the six steps of the data-driven decision-making model to solve business problems.
3. interact with MongoDB as a document store and understand the concept of graph stores and comprehend the key functions and utility of big data technologies, including Hadoop and MapReduce.
4. recognize the different ways data enters an organization and the forms it takes as it is stored and used.
5. differentiate and explain the three Vs of data (volume, velocity, variety) and their impact on analysis.

Unit 1: Disruptions in Business

9 hours

Challenges: Identify hurdles to becoming a data-driven organization - Opportunities: Analyze data practices in the organization - Identify how data can benefit the organization - Distinguish how to be a proactive data practitioner, Introduction to Business Analytics: Role of Analytics for Data Driven Decision Making; Types: Descriptive Analytics, Predictive Analytics, and Prescriptive Analytics. Introduction to the concepts of Big Data Analytics, Web and Social Media Analytics. Overview of Machine Learning Algorithms. Introduction to relevant statistical

software packages and carrying out descriptive analysis through it.

Unit 2: Business analytics Pre- Requisites and Predictive analytics

9 hours

Business Analysis Principles: Identify the categories of analytical people - Distinguish and define roles and responsibilities of professionals in data analysis - Data Driven Decision Making: Identify cultural barriers - Distinguish solutions to cultural and cross-functional barriers - Identify six steps of the data-driven decision-making model.

Simple Linear Regression: Estimation of Parameters, validation of simple linear regression model, Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals. Multiple Linear Regression: Interpretation of Partial regression coefficients, working with categorical variables, Multi-collinearity and VIF, Outlier Analysis, Auto-correlation, transformation of variables, variable selection in regression model building.

Unit 3: Business analytics Ecosystems

9 hours

Relational Databases: Nature of relational databases - Purpose of the SQL language – Key aspects of ACID - Meaning of ETL - Not Only SQL: Big data and other data storage tools - Interacting with MongoDB - Document stores and graph stores, Utility of Hadoop - Purpose of MapReduce - Statistical Tool, Machine Learning, and Data Visualization: Tools for statistical analysis – Python/ R - Purpose of machine learning - Visualization tools.

Logistic and Multinomial Regression: Logistic function, Estimation of probability using logistic regression, Omnibus Test, Wald Test, Hosmer Lemshow Test, Pseudo R Square.

Unit 4: Data life cycle management and Decision Trees

10 hours

Data Life Cycle: Identify the stages in the data life cycle - Data in the organization: Distinguish between ways that data enters the organization - Identify the forms data takes as it is stored and used within the organization.

Decision Trees: Introduction, Chi-Square Automatic Interaction Detection, Bonferroni Correction, Classification and Regression Tree, Gini Impurity Index, Entropy, Cost based splitting Criteria, Ensemble Methods, Random Forest.

Unit 5: Clustering and Requirement gathering

8 hours

Clustering: Introduction, Distance and Dissimilarity measures used in clustering, Quality and Optimal Number of clusters, Clustering Algorithms, K-Means clustering, Hierarchical Clustering Requirements gathering process: Analyze why requirement gathering process is critical to proper analysis - 3 V's of data: Distinguish between the ways data is consumed (the three V's of data) - Customer journey map: Understand how requirement gathering fits with the development of a customer journey map - Distinguish between the stages of the customer journey map

Practical Exercises

1. You are a data analyst working for a mid-sized retail company. The company has recognized the importance of becoming a data-driven organization to stay competitive in the market. However, they are facing several challenges in this transformation. As part of the analytics team, you are tasked with addressing these challenges and identifying opportunities for leveraging data practices to benefit the organization. Prepare and import data (financial data of companies, macroeconomic data, primary data collected through questionnaires). Calculate and interpret descriptive statistics on R/Python
2. You have recently been hired as a business analyst for a large multinational company. Your role involves working with different teams and departments to analyze data and provide insights to support data-driven decision-making. However, you have noticed that there are cultural and cross-functional barriers within the organization that hinder the effective use of data and analytics. As a business analyst, it is crucial for you to understand the categories of analytical people, define the roles and responsibilities of professionals in data analysis, and identify solutions to overcome cultural barriers and promote data-driven decision-making.
3. Perform simple OLS regression on R/Python and interpret the results obtained. Test the assumptions of OLS (multicollinearity, autocorrelation, normality etc.) on R/Python.
4. You are working as a data analyst in a technology startup that collects and analyzes large amounts of data from various sources. Your role involves managing and analyzing data using relational databases, exploring alternative data storage tools, and utilizing statistical and machine learning techniques for data analysis and visualization. You are also responsible for selecting appropriate tools for statistical analysis and data visualization to effectively communicate insights to stakeholders.
5. You have recently joined a data management team in a large corporation. Your role involves understanding and managing the data life cycle within the organization. You need to have a clear understanding of the stages in the data life cycle, how data enters the organization, and the various forms data takes as it is stored and used within the organization. Apply and interpret the results of decision trees and clustering models on R and Python.
6. You have been assigned as a business analyst for a software development project that aims to create a new e-commerce platform. Your role involves gathering requirements from various stakeholders, understanding the characteristics of data consumption (the 3 V's of data), and aligning the requirement gathering process with the development of a customer journey map. Additionally, you need to have a clear understanding of the different stages of the customer journey map.

7. You are also required to perform regression analysis with categorical/dummy/qualitative variables on R/Python. Perform probabilistic regression models (logit and probit) along with validation tests and classification table on R/Python

SUGGESTED READINGS:

- Chen, H., Chiang, R. H., & Storey, V. C. (Eds.). (2012). *Business Intelligence and Analytics: From Big Data to Big Impact*. Springer.
- Davenport, T. H., & Harris, J. G. (2017). *Competing on Analytics: The New Science of Winning*. Harvard Business Review Press.
- Evans, J. R., & Patton, R. J. (2020). *Business Analytics: Methods, Models, and Decisions*. Cengage Learning.
- Gupta, R. (2019). *Business Analytics: Principles, Concepts, and Applications*. Pearson.
- Kumar, U. D. (2017). *Business Analytics: The Science of Data Driven Decision Making* (1st ed.). Wiley India.
- Larose, D. T., & Larose, C. D. (Eds.). (2021). *Data Science and Business Analytics with R*. CRC Press.
- Mitra, S., & Singh, M. (2018). Big Data Analytics in Business. In S. Banerjee & C. Paul (Eds.), *Handbook of Research on Big Data Analytics for Business* (pp. 45-68). IGI Global.
- Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2019). *Data Mining or Business Analytics – Concepts, Techniques, and Applications in Python*. Wiley.
- Mueller, A. C., & Guido, S. (2016). *Introduction to Machine Learning with Python*. O'Reilly Media, Inc.
- Provost, F., & Fawcett, T. (2019). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media.
- Winston, W. L., & Albright, S. C. (2017). *Practical Management Science: Spreadsheet Modeling and Applications* (6th ed.). Cengage Learning.
- Provost, F., & Kohavi, R. (Eds.). (2018). *The Cambridge Handbook of Data Science*. Cambridge University Press.
- Liu, J., & Motwani, R. (2019). Business Intelligence and Analytics. In A. Tucker (Ed.), *Wiley StatsRef: Statistics Reference Online*. Wiley.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE 5.1: Port 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		
Port Management DSE: 5.1	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

This course provides an in-depth understanding of the principles and practices of port management. Students will explore the various aspects of port operations, including terminal operations, cargo handling, port planning, logistics, and intermodal transportation. The course will also cover the regulatory and environmental considerations in port management, as well as emerging trends and challenges in the field.

Learning Outcomes

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

1. explain the role and importance of ports in global trade and transportation.
2. explain the key components of port management, including port planning, operations, and logistics.
3. analyze the challenges and trends in port management, including environmental sustainability and technological advancements.
4. evaluate the regulatory framework and policies impacting port operations.
5. apply relevant management principles and tools to optimize port efficiency and performance.
6. demonstrate knowledge of intermodal transportation and its integration with port operations.
7. assess the economic impact of ports on regional and national economies and develop critical thinking and problem-solving skills in the context of port management.

Unit 1: Introduction to Port Management

9 hours

Definition and functions of ports, Historical development and significance of ports, Types of ports and their characteristics, Port governance and stakeholders, Port Planning and Infrastructure, Port master planning and design, Port site selection and development, Terminal layout and design Port infrastructure and superstructure.

Unit 2: Port Operations, Port Logistics and Cargo Handling**9 hours**

Vessel operations and navigation, Terminal operations and equipment, Cargo handling techniques and technologies, Containerization and container terminals, Port Logistics and Supply Chain Management, Port-centric logistics and distribution, Intermodal transportation and hinterland connectivity, Port hinterland modeling and optimization, Supply chain integration and collaboration

Unit 3: Port Security and Safety**9 hours**

Port security regulations and initiatives, Risk management and emergency response, Safety protocols and best practices, Security technology and surveillance systems, Environmental Sustainability in Port Management, Environmental challenges and impacts of port activities Green port initiatives and sustainability frameworks, Alternative energy sources for port operations, Waste management and pollution control,

Unit 4: Port Regulations and Policy Frameworks**9 hours**

International conventions and agreements, National and regional port regulations, Port governance and regulatory bodies, Economic and trade policies affecting ports

Unit 5: Emerging Trends and Future Challenges in Port Management**9 hours**

Digitalization and smart port technologies, Automation and robotics in port operations, Port-city integration and urban planning, Climate change and adaptation strategies, Analysis of real-world port management cases.

Exercise

1. Imagine you are tasked with designing a new port. Outline the key considerations and steps involved in the port master planning and design process. Select a specific type of port (e.g., container port, bulk port) and describe its characteristics in terms of infrastructure, operations, and cargo handling.
2. Investigate the various terminal operations and equipment used in modern ports. Compare and contrast different cargo handling techniques and technologies, highlighting their advantages and limitations.
3. Develop a risk management plan for a port, considering potential hazards and emergency scenarios. Outline the steps to be taken in case of a security breach or natural disaster.
4. Research and compare national and regional port regulations in different countries or regions. Identify key similarities and differences and discuss their implications for port management.
5. investigate the role of digitalization and smart port technologies in improving port efficiency and performance. Discuss the potential benefits and challenges associated with their implementation.

Suggested Readings

- Branch, A. E., & Wang, C. H. (Eds.). (2022). The Handbook of Maritime Economics and Business (2nd ed.). World Scientific Publishing.
- Slack, B. (2019). Shipping and Logistics Management (4th ed.). Kogan Page.
- Ducruet, C., & Notteboom, T. (Eds.). (2018). Ports in Proximity: Competition and Coordination among Adjacent Seaports. Edward Elgar Publishing.
- Monios, J., Wilmsmeier, G., & Lambert, B. (Eds.). (2019). Dry Ports - A Global Perspective: Challenges and Developments in Serving Hinterlands. Edward Elgar Publishing.
- Notteboom, T., & Rodrigue, J.-P. (Eds.). (2018). Ports and Networks: Strategies, Operations and Perspectives. Routledge.
- Ng, A. K. Y., & Yip, T. L. (2017). Port Management and Operations (3rd ed.). CRC Press.
- Song, D.-W., & Panayides, P. M. (2018). Maritime Logistics: A Complete Guide to Effective Shipping and Port Management (4th ed.). Kogan Page.
- Stopford, M. (2009). Maritime Economics (3rd ed.). Routledge.
- Talley, W. K. (2015). Port Economics. Routledge.
- Wilmsmeier, G., & Notteboom, T. (Eds.). (2018). The Routledge Handbook of Transport Economics. Routledge.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE- 5.2: Global Supply Chain Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Global Supply Chain Management DSE – 5.2	4	3	1	-	Class XII	Nil

Learning Objectives: Global Supply Chain Management is a comprehensive course that provides students with a deep understanding of the complex and interconnected processes involved in managing supply chains on a global scale. The course covers key concepts, strategies, and best practices for effectively managing the flow of goods, information, and finances across international borders. Students will develop skills in analyzing, designing, and optimizing global supply chain networks, as well as in identifying and mitigating risks and challenges associated with global operations.

Learning Outcomes:

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

1. analyse and evaluate global supply chain strategies and their impact on organizational performance.
2. design and optimize global supply chain networks to enhance efficiency and responsiveness.
3. identify and mitigate risks and challenges in global supply chain operations.
4. apply ethical and sustainable practices in global supply chain management.
5. Communicate and collaborate effectively in cross-functional and cross-cultural supply chain teams.

Unit 1: Introduction to Global Supply Chain Management

12 hours

Overview of supply chain management, Key challenges and trends in global supply chains, Global supply chain dynamics and complexities, Role of global supply chain management in organizational success, Global Supply Chain Strategy: Global sourcing strategies and supplier management, Global distribution strategies and logistics management, Global demand management and customer service, Performance measurement and metrics in global supply chains

Unit 2: Designing Global Supply Chain Networks**9 hours**

Network design considerations and decision-making, Distribution network configuration and optimization, Facility location and capacity planning in global operations, Cross-docking, hub-and-spoke, and direct delivery models

Unit 3: Managing Risks and Challenges in Global Supply Chains**8 hours**

Risk assessment and mitigation strategies, Supply chain disruptions and business continuity planning, Managing geopolitical, regulatory, and cultural challenges, Sustainability and social responsibility in global supply chains

Unit 4: Ethical and Sustainable Practices in Global Supply Chain Management**8 hours**

Ethical considerations in global supply chains, Sustainable supply chain strategies and practices, Corporate social responsibility and supplier compliance, Circular economy and reverse logistics in global supply chains.

Unit 5: Communication and Collaboration in Global Supply Chain Teams**8 hours**

Cross-functional and cross-cultural collaboration, Effective communication strategies in global supply chains, Managing conflicts and negotiations in international contexts, Building and leading global supply chain teams

Exercises

1. Students will be Divided into small groups (3-4 members per group) and provide each group with a case study or scenario related to a global supply chain. The case study should include information on the company's products, markets, suppliers, distribution channels, and challenges faced in managing the global supply chain. Instruct each group to analyze the case study and discuss the following aspects:
 - a. Overview of supply chain management: Identify and describe the key components and processes involved in the company's global supply chain.
 - b. Key challenges and trends in global supply chains: Identify and discuss the major challenges and trends that the company is facing or likely to face in its global supply chain operations.
 - c. Global supply chain dynamics and complexities: Analyze the complexities and interdependencies within the company's global supply chain, including factors such as transportation, inventory management, lead times, and coordination among various stakeholders.
 - d. Role of global supply chain management in organizational success: Discuss how effective global supply chain management can contribute to the company's overall success and competitive advantage.

2. Company ABC is a multinational manufacturing company that produces and distributes automotive parts. The company operates in multiple countries and is looking to redesign its global supply chain network to improve efficiency, reduce costs, and enhance customer service. As a supply chain analyst, your task is to design an optimized supply chain network for Company ABC. Analyze the scenario and address the following aspects in your practical problem:

a. Network design considerations and decision-making:

- I. Identify and explain the key factors that should be considered when designing a global supply chain network for Company ABC.
- II. Discuss the trade-offs and challenges associated with network design decisions, such as transportation costs, lead times, inventory management, and customer service levels.

b. Distribution network configuration and optimization:

- I. Propose an optimized distribution network configuration for Company ABC's global operations.
- II. Justify your proposed configuration by considering factors such as demand patterns, product characteristics, production locations, and customer locations.
- III. Discuss how your proposed network configuration can help improve efficiency, reduce costs, and enhance customer service.

c. Facility location and capacity planning in global operations:

- I. Determine suitable locations for manufacturing plants, distribution centers (DCs), and warehouses in the proposed network configuration.
- II. Explain the factors influencing facility location decisions, such as proximity to suppliers, customers, transportation infrastructure, and labor availability.
- III. Discuss the capacity planning considerations for the chosen facilities, including storage capacity, production capacity, handling capacity, and potential future expansion.

d. Cross-docking, hub-and-spoke, and direct delivery models:

- I. Evaluate the suitability of cross-docking, hub-and-spoke, and direct delivery models for Company ABC's global supply chain.
- II. Compare and contrast the advantages, disadvantages, and operational requirements of each model.
- III. Recommend the most appropriate model(s) based on Company ABC's requirements and explain the rationale behind your recommendation.

3 Company XYZ is a multinational food and beverage company that operates a global supply chain. They source raw materials from various countries, manufacture products in multiple locations, and distribute them to retail stores worldwide. As a supply chain manager at Company XYZ, you have been tasked with assessing potential risks and developing mitigation

strategies for their global supply chain operations. This application-based question requires students to analyze the given scenario, think critically, and apply their knowledge of risk assessment, mitigation strategies, supply chain disruptions, business continuity planning, geopolitical challenges, and sustainability in global supply chains. Encourage students to provide detailed justifications and practical recommendations based on the specific context of Company XYZ. Students need to:

a) Assess the geopolitical, regulatory, and cultural challenges that Company XYZ may encounter in its global supply chain operations.

b) Propose strategies to address and manage these challenges effectively. Consider factors such as political stability, trade regulations, cultural differences, and compliance requirements.

c) Discuss how building strong relationships with local stakeholders, engaging in cross-cultural training, and fostering effective communication can help overcome these challenges.

4. Students are required to answer following questions based on above case regarding Sustainability and Social Responsibility in Global Supply Chains:

a) Analyze the importance of sustainability and social responsibility in global supply chain management for Company XYZ.

b) Identify specific sustainability and social responsibility issues that are relevant to the company's supply chain operations.

c) Propose strategies to integrate sustainability practices, such as reducing carbon emissions, promoting ethical sourcing, and supporting local communities, into Company XYZ's global supply chain.

5. Students may be given assignment on the Managing conflicts and negotiations in international contexts with the help of some company.

Suggested Readings

- Bolumole, Y. A., & Frankel, R. (2019). The Impact of Supply Chain Disruptions on Firm Financial Performance. *Journal of Business Logistics*, 40(2), 160-175. <https://doi.org/10.1111/jbl.12197>
- Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (8th ed.). Pearson.
- Christopher, M. (2016). *Logistics and Supply Chain Management: Creating Value-Adding Networks* (5th ed.). Pearson.
- Council of Supply Chain Management Professionals. (n.d.). *Supply Chain Management Definitions and Glossary*. Retrieved from https://cscmp.org/CSCMP/Educate/SCM_Definitions_and_Glossary_of_Terms/CSCMP/Educate/SCM_Definitions_and_Glossary_of_Terms.aspx

- Coyle, J. J., Langley Jr., C. J., Gibson, B. J., & Novack, R. A. (2019). Supply Chain Management: A Logistics Perspective (10th ed.). Cengage Learning.
- Ivanov, D., & Dolgui, A. (2017). A taxonomy of supply chain coordination approaches. In IFAC-PapersOnLine (Vol. 50, No. 1, pp. 9393-9398). Elsevier. <https://doi.org/10.1016/j.ifacol.2017.08.1445>
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2014). Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (3rd ed.). McGraw-Hill Education.
- Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and Supply Chain Management (7th ed.). Cengage Learning.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE 5.3: Revenue Management and Financial Essentials

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		
Revenue Management and Financial Essentials DSE: 5.3	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

This course will be aim at understanding the importance of revenue management and financial management in the logistics and supply chain. They will learn to develop effective pricing strategies and revenue optimization techniques. They will understand forecasting techniques and tools for demand analysis and will also learn how to perform financial analysis and use financial ratios for decision making. Students will develop skills in budgeting and financial planning for logistics and supply chain operations.

Learning outcomes:

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

- develop a plan for implementing revenue management and financial management strategies in a logistics and supply chain operation, considering factors such as competition, seasonality, and customer behavior.
- apply pricing strategies and revenue optimization techniques to a case study of a logistics and supply chain business, analyzing the impact on revenue, customer satisfaction, and market share.
- use demand forecasting tools to analyze the impact of different scenarios on a logistics and supply chain business, such as changes in pricing, marketing, and customer segmentation.
- analyze financial statements and perform cost accounting for a logistics and supply chain business, identifying areas for improvement and making recommendations for cost reduction and revenue enhancement. Student will be able to prepare a cost sheet.

- analyze financial data for a logistics and supply chain business and use financial ratios to make decisions related to pricing, marketing, investment, and resource allocation.
- develop a budget and financial plan for a logistics and supply chain business, considering factors such as capital expenditures, operating costs, revenue projections, and risk management.

Unit 1: Introduction to Revenue Management and Financial Management 9 hours

Definition and Importance of Revenue Management and Financial Management in Logistics and supply chain, Differences between Revenue Management and Financial Management, Revenue Management in Logistics and supply chain: Key Concepts and Strategies, Financial Management in Logistics and supply chain: Key Concepts and Strategies

Unit 2: Pricing Strategies and Revenue Optimization 6 hours

Types of Pricing Strategies, Setting Prices in Logistics and supply chain, Revenue Optimization Techniques, Managing orders and supplies.

Unit 3: Forecasting and Demand Analysis 10 hours

Forecasting Techniques for Logistics and supply chain Demand, Tools for Demand Analysis, Seasonality and Its Impact on Revenue Management, different types of budgets, Forecasting and Budgeting in Logistics and supply chain, Forecasting Techniques, Budgetary control

Unit 4: Financial Analysis and Budgeting 10 hours

Understanding Financial Statements, Cost Accounting and Its Importance, cost concepts, classification of cost, components of cost and preparation of cost sheet, CVP analysis, Financial Analysis and Ratios, Budgeting and Financial Planning,

Unit 5: Practical Applications of Revenue and Financial Management Concepts 10 hours

Case Studies on Revenue Management and Financial Management in Logistics and supply chain, Application of Revenue Management and Financial Management Principles in Logistics and supply chain Operations, Challenges and Opportunities in Revenue Management and Financial Management in Logistics and supply chain, Key Performance Metrics for Revenue Management and Financial Management, Ethical Considerations in Revenue Management and Financial Management, Sustainability and Its Impact on Revenue Management and Financial Management

Exercises:

1. You are the revenue manager of a production company that caters to business to business. Develop a plan for implementing revenue management and financial management strategies that will increase revenue and profitability for the company. Consider factors

such as competition, seasonality, and customer behavior. Include specific strategies for pricing, inventory management, and distribution channels.

2. You are the revenue manager of retail company that specializes in fast delivery. Use demand forecasting tools to analyze the impact of different scenarios on the business, such as changes in pricing, marketing, and customer segmentation. Develop a demand forecast for the next six months and adjust your pricing and marketing strategies accordingly.
3. You are the financial manager of a manufacturing company that specializes in manufacturing of electrical goods. Analyze the financial statements of the company and prepare a cost sheet for production of fans. Identify areas for improvement and make recommendations for cost reduction and revenue enhancement.
4. You are the financial analyst of a manufacturing company that is expanding internationally. Analyze financial data for the chain and use financial ratios to make decisions related to pricing, marketing, investment, and resource allocation. Develop a report that outlines your findings and recommendations.
5. You are the financial planner of a logistics and supply chain business that is launching a new product line. Develop a budget and financial plan that takes into account factors such as capital expenditures, operating costs, revenue projections, and risk management. Use sensitivity analysis to assess the impact of different scenarios on the financial performance of the business.

Suggested Readings:

- Agnihotri, S. (2022), Financial analysis and reporting, A.K. Publications. New Delhi.
- Kasavana, M. L., & Brooks, R. M. (2016). Managing Front Office Operations. American Hotel & Lodging Educational Institute.
- Hayes, D., & Miller, A. (2011). Revenue management for the hospitality industry. John Wiley & Sons.
- Jin, N., & Lee, S. (2018). Financial management for hospitality decision makers. Routledge.
- Kasavana, M. L., & Brooks, R. M. (2016). Managing Front Office Operations. American Hotel & Lodging Educational Institute.
- Kimes, S. E. (2016). Hospitality revenue management. American Hotel & Lodging Educational Institute.
- Laudon, K. C., & Laudon, J. P. (2016). Management information systems: Managing the digital firm. Pearson.
- Singh, S. (2023). Cost accounting. Kitab mahal, New Delhi
- Singh, S. (2016). Management accounting, PHI learning. New Delhi.
- Singh, S. & Kaur, R. (2022). Basic Financial management. Scholar Tech. New Delhi.
- Singh, S.K. & Gupta, L. (2023) Basic management accounting. A.K. Publications. New Delhi.

Notes:

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

PUBLIC POLICY AND GOVERNANCE

DSE 5.4: DISCIPLINE SPECIFIC ELECTIVE COURSE – (DSE-5th Semester)

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

(12 hours)

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.

DSE 5.5: Productivity 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		
Productivity Management DSE: 5.5	4	3	1	-	Pass in Class XII	NIL

Learning objectives

Productivity Management is a comprehensive course designed to equip students with the knowledge and skills necessary to enhance productivity in various contexts, including personal, professional, and organizational settings. The course explores key concepts, techniques, and strategies that enable individuals and teams to optimize their efficiency, effectiveness, and output. Through a combination of theoretical frameworks, case studies, practical exercises, and group discussions, students will develop a solid foundation in productivity management principles and learn how to apply them to real-world scenarios.

Learning outcomes:

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

1. explain the concept of productivity and its significance in personal and organizational contexts. They will also be able to identify factors that influence productivity and evaluate their impact.
2. apply productivity management techniques to enhance personal and team performance.
3. analyze productivity challenges and develop strategies to overcome them.
4. Utilize time management techniques to optimize efficiency and effectiveness. Foster a culture of productivity and continuous improvement within an organization.
5. Evaluate the role of technology in productivity management and leverage appropriate tools. Develop skills in prioritization, goal setting, and task management.
6. Enhance decision-making processes to support productivity goals. Apply effective communication and collaboration strategies to maximize productivity.

Unit 1: Introduction to Productivity Management

9 hours

Definition and significance of productivity, Factors influencing productivity, Productivity measurement and metrics. Personal Productivity Enhancement, Time management techniques,

Prioritization and goal setting, Effective task management, managing distractions and improving focus

Unit 2: Team Productivity Optimization and Productivity Challenges 9 hours

Team dynamics and collaboration, Delegation and empowerment, Effective meetings and communication, Conflict resolution and problem-solving, Procrastination and motivation, Stress management and work-life balance, Burnout prevention strategies. Handling interruptions and managing workflow

Unit 3: Technology and Productivity 9 hours

Utilizing productivity tools and software, Automation and process improvement, Data analysis and decision-making, Managing digital distractions and information overload, technological challenges and adoption of new technology.

Unit 4: Productivity in Specific Contexts 9 hours

Productivity management in remote work environments, Project management and resource allocation, Productivity in service industries, Productivity in creative and knowledge-based work, Responsible use of technology in productivity management

Unit 5: Creating Productive Organizational Culture, Ethical Considerations 9 hours

Organizational structures and systems, Performance measurement and feedback, Continuous improvement methodologies (e.g., Lean, Six Sigma), Employee engagement and motivation, Balancing productivity and work-life ethics, Equity, diversity, and inclusion in productivity practices.

Exercise

The learners are required to:

1. visit any factory and prepare a report on Factors influencing productivity and Productivity measurement.
2. study case studies and group projects to analyze real-world productivity challenges.
3. to give presentations on the role process Automation and process improvement in any industry of their choice.
4. give presentations or reports on productivity improvement and Productivity management strategies in remote work environments.
5. discuss on Balancing productivity and work-life ethics, where students can do role playing.

Suggested readings

- Adams, S. (2019). Productivity Now: Proven Strategies to Maximize Your Time, Crush Your Goals, and Achieve Success. HarperCollins.

- Baker, D. M. (Ed.). (2021). *Productivity and Performance Improvement in Organizations: Concepts, Methods, and Applications*. Routledge
- Brown, A. M. (Ed.). (2021). *Advances in Productivity Management: Strategies for Organizational Efficiency*. Springer.
- Garcia, M., Thompson, L., & Davis, E. (2018). Productivity in the Digital Age. In R. Lewis (Ed.), *Contemporary Approaches to Productivity Management* (pp. 87-108). Palgrave Macmillan.
- Gupta, R., Patel, S., & Lee, K. (2018). Innovative Approaches to Productivity Management. In S. Mitchell (Ed.), *Advances in Productivity: Theory and Practice* (pp. 112-134). Springer.
- Harris, S. (2017). Time Management Techniques for Productivity Improvement. In A. Anderson (Ed.), *Enhancing Workplace Productivity: Strategies and Tools* (pp. 45-68). Routledge.
- Johnson, P. W., & Collins, M. J. (2020). *Productivity Strategies: Unlocking the Power of Effective Time Management*. Wiley.
- Kumar, A. (2017). Technology Integration for Productivity Enhancement. In M. Davis (Ed.), *Transforming Workplaces: Strategies for the Digital Era* (pp. 67-89). Palgrave Macmillan.
- Mullins, L. J. (2019). *Productivity Management: A Comprehensive Guide to Enhancing Efficiency and Performance*. McGraw-Hill Education.
- Smith, J., & Johnson, R. (2020). *The Productivity Paradox: How to Unlock Your Potential and Accomplish More*. Random House.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSC 6.1: Supply Chain Risk Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Supply Chain Risk Management DSC: 6.1	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

This course provides an in-depth exploration of supply chain risk management, focusing on identifying, assessing, and mitigating risks in a global supply chain environment. Students will learn about various types of risks, such as disruptions, demand fluctuations, supplier failures, geopolitical risks, and natural disasters, and develop strategies to manage and mitigate these risks. The course will also cover the role of technology and data analytics in supply chain risk management.

Learning Outcomes:

By the end of this course, students will be able to:

1. Discuss the concept of supply chain risk management and its importance in modern business operations.
2. classify different types of supply chain risks and their potential impact on business performance.
3. analyze and assess supply chain risks using appropriate tools and techniques and develop effective strategies to mitigate and manage supply chain risks.
4. evaluate the role of technology, data analytics, and decision support systems in supply chain risk management.
5. apply supply chain risk management principles to real-world business scenarios and case studies and communicate and present supply chain risk management strategies and findings effectively.

Unit 1: Introduction to Supply Chain Risk Management

12 hours

Definition and importance of supply chain risk management, Key objectives and benefits of effective risk management, Supply chain risk management framework and process, Types of Supply Chain Risks, Internal and external risks, Demand-related risks, Supply-related risks, Operational and process risks, Financial and market risks, Geopolitical and regulatory risks, Environmental and sustainability risks

Unit 2: Risk Identification and Assessment

9 hours

Risk identification techniques (brainstorming, checklists, scenario analysis), Risk impact and probability assessment, Risk mapping and prioritization, Risk Mitigation Strategies, Risk avoidance, transfer, and sharing, Reducing vulnerability and increasing resilience, Supply chain design and redundancy, Supplier relationship management and collaboration, Business continuity planning

Unit 3: Technology and Data Analytics in Supply Chain Risk Management

9 hours

Role of technology and automation, Automated data collection: Technology facilitates the collection of real-time data from various sources within the supply chain, such as IoT sensors, RFID tags, and barcode scanners. Workflow automation: Technologies like robotic process automation (RPA) and artificial intelligence (AI) Data collection, analysis, and visualization, Predictive analytics and early warning systems, Supply chain digitization: Digital platforms and tools enable the integration and collaboration of different supply chain stakeholders, enhancing communication and visibility. Supply chain visibility and traceability, Case Studies in Supply Chain Risk Management

Unit 4: supply chain disruptions and Sustainable supply chain risk management

9 hours

Analyzing and discussing real-world examples of supply chain disruptions and their impact, examining successful risk management strategies employed by organizations, Lessons learned and best practices in supply chain risk management, Emerging Trends in Supply Chain Risk Management, Sustainable supply chain risk management, Reshoring and nearshoring as risk mitigation strategies, Cybersecurity and data protection, Supply chain risk management in the era of artificial intelligence and blockchain technology

Unit 5: Application and Integration supply chain risk management principles

6 hours

Applying supply chain risk management principles to simulated scenarios, Integrating risk management with other supply chain functions, Developing a comprehensive risk management plan.

Exercise

1. A pharmaceutical company must comply with stringent regulations imposed by different countries where it operates. Failure to comply with these regulations can lead to fines, product recalls, and reputational damage. Identify and classify the type of risk the pharmaceutical company is facing, and discuss the importance of understanding geopolitical and regulatory risks in supply chain risk management.
2. A global manufacturing company sources raw materials from multiple suppliers located in different countries. Due to recent geopolitical tensions, the company is facing disruptions in the supply of critical materials. Identify and classify the type of risk this company is facing, and explain how it fits into the supply chain risk management framework.

3. Examine how a retail company used predictive analytics and early warning systems to anticipate and mitigate risks associated with sudden shifts in consumer preferences or market trends. Analyze how a global manufacturing company successfully mitigated supply chain risks by implementing a data analytics platform that provided real-time visibility into demand, inventory, and production capacity. where a company leveraged technology and automation to respond swiftly to a major supplier disruption, ensuring minimal disruption to its own operations and customers.
4. Explore a case study where an organization successfully managed a supply chain disruption by implementing a robust risk management strategy, such as having alternative suppliers or diversifying its sourcing locations. how effectively it collaborated with its supply chain partners to mitigate risks and ensure business continuity during a disruptive event.
5. XYZ Manufacturing is a global company that specializes in producing electronic components. The company sources raw materials from multiple suppliers and distributes its products to customers worldwide. XYZ Manufacturing aims to enhance its supply chain resilience and mitigate potential risks. The company faces several supply chain risks, including supplier disruptions, transportation delays, and quality issues. To address these challenges, suggest plans to XYZ Manufacturing decides to integrate supply chain risk management principles into its operations. You are required to e challenges.

Suggested readings

- Choi, T. Y., & Behdani, B. (2013). Managing Risks in Supply Chains: How to Build Reliable Collaboration in Logistics Networks. *Business Horizons*, 56(1), 7-17.
- Chopra, S., & Sodhi, M. S. (2014). Managing Risk to Avoid Supply-Chain Breakdown. *MIT Sloan Management Review*, 55(2), 53-62.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, and Operation*. Prentice Hall.
- Christopher, M., & Peck, H. (2019). Building the Resilient Supply Chain. *The International Journal of Logistics Management*, 15(2), 1-13.
- Kleindorfer, P. R., Singhal, K., & Wassenhove, L. N. V. (2005). Sustainable Operations Management. *Production and Operations Management*, 14(4), 482-492.
- Lee, H. L., & Billington, C. (1995). The Evolution of Supply-Chain-Management Models and Practice at Hewlett-Packard. *Interfaces*, 25(5), 42-63.
- Manuj, I., & Mentzer, J. T. (2008). Global Supply Chain Risk Management Strategies. *International Journal of Physical Distribution & Logistics Management*, 38(3), 192-223.
- Schlegel, G. L., & Trent, R. J. (2018). *Supply Chain Risk Management: An Emerging Discipline*. CRC Press.
- Sheffi, Y. (2005). *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage*. The MIT Press.
- Tang, O., & Nurmaya Musa, S. (2011). Identifying Risk Issues and Research Advancements in Supply Chain Risk Management. *International Journal of Physical Distribution & Logistics Management*, 41(4), 276-296.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSC 6.2: Strategic Supply Chain Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Strategic Supply Chain Management DSC: 6.2	4	3	-	1	Pass in Class XII	NIL

Learning Objectives:

The Strategic Supply Chain Management course provides a comprehensive understanding of the strategic aspects of supply chain management and their impact on organizational success. The course covers various topics related to designing and managing a resilient and efficient supply chain. Students will gain knowledge and skills to develop and execute effective supply chain strategies, optimize operations, mitigate risks, and leverage technology and innovation to gain a competitive advantage.

Learning Outcomes:

1. Analyze factors influencing supply chain design decisions and apply techniques and tools for designing an efficient and effective supply chain network. Evaluate network optimization options for improving supply chain performance.
2. Apply demand forecasting techniques to estimate future customer demand and Implement collaborative forecasting practices to enhance demand-driven supply chains.
3. Apply supplier selection, evaluation, and performance measurement criteria and Develop strategies for collaboration and partnership with suppliers. Evaluate make-or-buy decisions and supplier evaluation criteria and apply negotiation and contract management techniques in procurement.
4. Apply lean principles and practices to streamline supply chain operations and Develop agile supply chain strategies for responsiveness and flexibility. Further apply inventory optimization techniques and models and implement inventory control strategies and technology-enabled solutions.
5. Understand environmental and social considerations in supply chain management and Apply green supply chain practices and sustainability metrics.

- Unit 1: Strategic Supply Chain Design, Management and Network Optimization 9 hours**

Unit 2: Strategic demand planning and Supplier Relationship Management **9 hours****Unit 3: Strategic Sourcing and Procurement** **9hours****Unit 4: Risk Management and Resilience in Supply Chains (9hours)****Unit 5: Supply Chain Technology and Innovation (9hours)**

2. Imagine you are responsible for evaluating and selecting suppliers for a manufacturing company. Develop a supplier evaluation framework and explain how you would measure supplier performance.
3. Role-play a negotiation scenario with a potential supplier. Develop a negotiation strategy and discuss how you would handle contract management in the procurement process.
4. Select a company known for its sustainability practices. Discuss the environmental and social considerations in its supply chain and the green supply chain practices it has adopted.
5. Identify an industry that has undergone a significant digital transformation in its supply chain. Discuss the strategic advantages gained by leveraging technology and innovation in that industry.

Suggested Readings

- Chopra, S., & Meindl, P. (2016). Supply chain management: Strategy, planning, and operation (6th ed.). Pearson.
- Christopher, M., & Peck, H. (2011). Marketing logistics. Routledge.
- Fawcett, S. E., Ellram, L. M., & Ogden, J. A. (2014). Supply chain management: From vision to implementation (2nd ed.). Pearson.
- Handfield, R. B., & Nichols, E. L. (2019). Introduction to supply chain management (2nd ed.). Prentice Hall.
- Hugos, M. H. (2018). Essentials of supply chain management (4th ed.). John Wiley & Sons.
- Lambert, D. M., Cooper, M. C., & Pagh, J. D. (2016). Supply chain management: Processes, partnerships, performance (4th ed.). Supply Chain Management Institute.
- Mangan, J., Lalwani, C., & Butcher, T. (2008). Global logistics and supply chain management. John Wiley & Sons.
- Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and supply chain management (7th ed.). Cengage Learning.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2014). Designing and managing the supply chain: Concepts, strategies, and case studies (3rd ed.). McGraw-Hill.
- Wisner, J. D., Tan, K.-C., & Leong, G. K. (2019). Principles of supply chain management: A balanced approach (5th ed.). Cengage Learning.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSC 6.3: DIGITAL ECONOMY

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
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* (2nd 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:

- 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.**

GE Pool for BA (VS) Materials Management Students

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

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

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components 15 Hours

Definition and scope of tourism, Historical development and evolution of tourism, Tourism industry sectors and stakeholders, Trends and challenges in the tourism industry, Tourism Systems and Components, The tourism system: demand and supply, Tourist

behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and Practice (7th ed.)*. Pearson.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. Routledge.

- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*. Routledge.
- Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
- Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
- Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
- Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

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

B.A. (VS) Tourism Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

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

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.
3. examine the economic impacts of tourism at the local destination. Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism.
Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12

Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/ historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.

- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

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

**COMMON POOL OF GENERIC ELECTIVE COURSE (GE)
FOR
BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)
SEMESTER-V**

(Students can choose any GE courses other than the GE offered by their parent department)

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	0	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

Meaning and Definition of Office, Characteristics of an Office, Requisites of an Office, Significance of Modern Office, Scope and Growth of Office Activities, Office Management,

Objectives and Principles of Office Management, Primary and Secondary/Administrative Functions, Development of Office Practices, Office Hierarchy, Changing the Nature And Scope of Office Work, Functions of Office Manager, Essential Qualification, Experience and Supervisory Skills Required For Office Manager, Management and Administrative Functions, Changing Office Scenario, Concept of Paperless Office, Automated Office, Virtual Office.

Unit 2: Office Environment

9 hours

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

Unit 3: Office Mechanization

9 hours

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

Unit 4: Office Supplies, Office Forms and Procurement

9 hours

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

Unit 5: Office Correspondence, Records Management and Banking

9 hours

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

Notes:

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	-	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Introduction

9 hours

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

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

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

Equality, Clean Water and Sanitation. SDGs (1-6) in India: Key indicators of performance.

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

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

Unit 4: Responsible Production and Mindful Consumption

8 hours

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

Unit 5: Responsible Investment

8 hours

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

Exercises: The learners are required to:

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

Suggested Readings:

- Edwards, A. R., & Orr, D. W. (2005). *The Sustainability Revolution: Portrait of a ParadigmShift*. British Columbia: New Society Publishers. (Unit I to V)
- Reid, D. (2017). *Sustainable Development: An Introductory Guide*. Taylor & Francis Group.(Unit I to V)

- Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2012). *An Introduction to Sustainable Development*. Abingdon; Routledge. (Unit I to V)
- Stokke, O. (2018). *Sustainable Development*. Abingdon; Routledge. (Unit I to V)

Additional Readings:

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

Notes:

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

GE Pool for Students other than that of BA (VS) Marketing Management & Retail.
Semester V

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	-	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail

structures inexistence.

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

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.
3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions 12 Hours

Planning- concept and meaning, Decision-making, Organisational structures- traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication- meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key

management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.

2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their decision-making processes, and analyze the effectiveness of their management strategies.
3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their choice, such as fashion retail, electronics retail, or grocery retail. They can present their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- ☐ Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- ☐ Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- ☐ Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- ☐ Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publ. Co. Ltd., New Delhi.
- ☐ Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- ☐ Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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) Marketing Management and Retail Business Semester V
GENERAL ELECTIVE COURSE (GE-5.2)
Basics of Retail Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	-	Pass in Class 12th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

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

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. categorised different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit 1 Basics of retail management 12 hours

Concept, objective and functions of Retail Environment; Types of Retailing Formats- advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment 9 hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution:

12 hours

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.
4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*, Cengagelearning, Andover, UK

- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford University Press.
- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.

List of GE's offered by Department Small and Medium Enterprises (CVS)
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		
Launching a New Venture (GE-5.1)	4	3	1	0	12th Pass	Nil

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.
- for the plan created in the above exercise, conduct a feasibility study.
 - identify the legal aspects that would be relevant for the devised plan.
 - identify the human resources needed for the above plan. Also, elaborate on various aspects of strategic planning.
 - 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:

- Suggested readings shall be updated and uploaded on the college website from time to time.
- 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	0	12 th 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:

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.

List of GE's offered by Department of Human Resource Management (CVS) for All Vocational Courses

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Stress 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		
Stress Management (GE-5.1)	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

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

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour as a consequence to stress.
4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress 7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress 10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress 10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention :9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress :9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.

4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.
- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication
- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

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

B.A. (VS) Human Resource Management Semester V GENERIC ELECTIVE COURSE (GE- 5.2) Team Building and Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

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

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.
3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams -8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team, Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team, Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building : 8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model, Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams – Employee First Customer Second.

Unit 5: Evaluation of Team Performance 8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving

- a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to achieve desired goals of organisation. Also identify various training needs of your team in the process.
 3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
 4. Create a Team Charter of your team and provide it to your team member's. students should collaborate with fellow classmates forming small groups to complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project. They should consider aspects such as communication, decision-making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior
 5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
 6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2). 111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

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

List of GE's offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

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

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Unit 1: Risk and Uncertainty -11 Hours

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects: 12 Hours

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk :12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview : 10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	-	Pass in class 12 th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

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

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

Exercises:

The learners are required to:

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of

- insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
 4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) *Risk Management & Insurance* Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) *Fundamentals of Risk Management and Insurance*.

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.

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage
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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.
4. The student will also come to know about intangible cultural heritage like language and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects : (i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut-Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen's Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa's Abhigyanashakuntalam, Prakrit: Gatha Satasai, Indo-Persian Literature: Amir Khusro's works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., The Wonder that was India. Volume I, New Delhi.
- Gupta S. P., Elements of Indian Art, DK Print World, 2007
- Brown Percy, Indian Architecture, Buddhist Hindu and Islamic, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): Perceptions of India's Visual Past, AIIS, Delhi, 1994. • Asher Catherine, Architecture of Mughal India.
- Vatasayana Kapila; Indian Classical Dance, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. The History and Culture of the Indian People, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, Studies in Indian Temple Architecture; Chapter 1. AIIS, 1975.
- Deva, B.C., An introduction to Indian Music, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Tillotson G, Havelis of Rajasthan.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.
- Venkatasubramanian, T.K. Music as History in Tamil Nadu, Primus Books, Delhi, 2010.

Notes:

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

List of GE's offered by Department of Political Science (CVS) for All Vocational Courses
Semester V

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Polity and Governance in India	4	3	1	-	NA	NA	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

1. To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s. To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to help undergraduates to analyse the impact of globalisation process on economy, polity,

society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.
- b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

- a) Institutional Functioning: Prime Minister, Parliament and Judiciary.
- b) Power Structure in India: caste, class and patriarchy,
- c) Religion and Politics: debates on secularism and majoritarianism,
- d) Parties and party system in India

Unit -4 (15 hours)

The Developmental Trajectory

- a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.
- b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)

Globalisation

- a) Role of state in the era of Globalisation
- b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings

Reading Indian State

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14
Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.
Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165
Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.
R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.
S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].
Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137
Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford University Press.

Subhash Kashyap (2017), *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, New Delhi: National Book Trust.

V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) *Politics and Ethics of the Indian Constitution*, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

Fadia, B.L(2002): *Indi and government and Politics*, Sahitya Bhawan Publication, Agra,68-135

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin,599-630

Narang, A.S(2015): *India Political System, Process and Development*, New Delhi, Gitanjali publication,111—180,309-446

Chandhoke, Neera (2019): *Pluralism, Secularism, and Tolerance: Anxieties of Coexistence*, New Delhi, Sage

Jayal, N. G& Mehta, P.B(2010): *The oxford Companion to Politics in India*, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): *Politics and State in India*, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) *Indian Government and Politics* New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press, 90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin.,442-598

Rao, M.S (2008): *Social Movements in India*, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): *Social movements in India*, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) *The Governance Discourse*. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), *Good Governance, Democratic Societies and Globalisation*, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) *Oxford Companion to Indian Politics*. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): *Governing Globalization: Issues and Institutions*, Oxford University Press, New Delhi.

GE Pool for Students other than that of BA (VS) Materials Management
Semester V

B.A. (VS) MATERIALS MANAGEMENT GE 5.1:

Introduction to Materials 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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

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

- discuss the conceptual framework of material management and can manage the material management process.
- explain both internal and external of material management, material management activities, functions and organizational structure;
- explain production processes, machines and tools used in industries.
- analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages

9 hours

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting**9 hours**

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries , Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing**9 hours**

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining , Vendor relations, Purchasing Methods.

Unit 4: Inventory**9 hours**

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method) , Input and output of MRP system.

Unit 5: Materials handling and storage systems**9 hours**

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages with other functional areas of management. Prepare a explanatory note to be presented to Director operations.
2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management

system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.

4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.
- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.
- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision. Chapman Hall.
- Shah, N. M. (2000). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENTGE 5.2:

Basics of Purchase Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

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

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management

12 hours

Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12 Hours

Sources of supply: vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting

12 Hours

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices,

price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase

9 hours

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating system help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.
4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailky, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.

- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

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

Materials Management

Semester-VI

<u>DSC</u>	Supply Chain Risk Management
	Strategic Supply Chain Management
	Digital Economy
<u>DSE</u>	Supply Chain Finance
	Mathematical Applications for SCM
	Inland Waterways and Coastal Shipping
	Ethics and Corporate Governance
	Basic Development Economics
<u>GE Pool For BA(VS) Materials Management Students</u>	
1.	Emerging Trends in Tourism
2.	Institutional Tourism Management
3.	Office Operations
4	Communication in Management
5.	Basics of Advertising
6.	Consumer Behaviour and Decision Making
7.	MSMEs Policy Initiatives and Institutional Framework
8.	Accounting for Entrepreneurship
9.	People Management
10.	Learning and Development
11	Basics of Life Insurance
12	Basics of non-Life Insurance
13	Cultural Diversity: Visual Arts, Popular Culture, and Institutional Practices
14	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Materials Management</u>	
1	Introduction to Warehouse Management
2	Introduction to Supply Chain Management

B.A. (VS) MATERIALS MANAGEMENT

DSE 6.1: Supply Chain Finance

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		
Supply Chain Finance DSC: 6.3	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

Supply Chain Finance is a specialized field that focuses on managing financial aspects within the supply chain, including the flow of funds, working capital optimization, risk management, and collaboration between various stakeholders. This course aims to provide students with a comprehensive understanding of supply chain finance principles, practices, and strategies to enable effective decision-making and value creation in the context of supply chain management.

Learning outcomes:

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

1. explore the financial aspects of supply chain management and their impact on Financial performance in an organization.
2. analyze the risks and challenges associated with supply chain finance and develop strategies to mitigate them.
3. identify the different sources of financing available for supply chain operations and to optimize working capital and improve cash flow within the supply chain.
4. examine the role of technology and digitalization in supply chain finance.
5. develop skills in financial analysis, forecasting, and financial modeling for supply chain decision-making develop the collaboration and coordination among supply chain partners for effective financial management.

Unit 1: Introduction to Supply Chain Finance

9 hours

Definition and scope of supply chain finance, Evolution and importance of supply chain finance, Key stakeholders and their roles in the supply chain finance ecosystem, Trends and challenges in supply chain finance, Financial Aspects of Supply Chain Management, Financial flows in the supply chain: procurement, production, transportation, and distribution, Working capital

management and its impact on supply chain performance. Cost of capital and its implications for supply chain decision-making, Financial performance metrics in supply chain management

Unit 2: Risk Management in Supply Chain Finance

9 hours

Identification and assessment of supply chain risks, Strategies for managing supply chain risks through financial instruments, Insurance and hedging techniques in supply chain finance, Supply chain resilience and its relationship with risk management

Unit 3: Financing Strategies in Supply Chain Operations

9 hours

Traditional and alternative sources of financing for supply chain activities, Factoring, invoice discounting, and supply chain finance platforms, Capital structure decisions and supply chain financing options, Government initiatives and programs to support supply chain finance

Unit 4: Working Capital Optimization and Cash Flow Management

9 hours

Inventory management and optimization techniques, Accounts payable and accounts receivable management, Cash conversion cycle and its impact on supply chain liquidity, Techniques for improving cash flow within the supply chain. Role of technology in automating financial processes in the supply chain, Integration of supply chain and financial systems

Unit 5: Financial Analysis and Forecasting in Supply Chain Finance

9 hours

Financial statement analysis for supply chain performance evaluation, Forecasting techniques for demand, costs, and cash flows, financial modelling and simulation for supply chain decision-making, Sensitivity analysis and risk assessment in financial forecasts

Collaboration and Coordination in Supply Chain Finance: Collaborative planning, forecasting, and replenishment (CPFR), Vendor-managed inventory (VMI) and collaborative financing models, Cross-functional integration and coordination among supply chain partners, Building trust and effective communication in supply chain finance relationships

Exercise

1. Company XYZ is a manufacturer that sources raw materials from multiple suppliers and distributes finished products to various retailers. They are interested in implementing supply chain finance practices to optimize their financial operations. Define supply chain finance and discuss its scope, highlighting how it can benefit Company XYZ in their procurement, production, transportation, and distribution processes.
2. The supply chain finance department of a multinational corporation is responsible for managing the financial aspects of their global supply chain. The team consists of key stakeholders, including suppliers, logistics providers, and financial institutions. Describe the roles and responsibilities of each stakeholder in the supply chain finance ecosystem, and explain how their collaboration is crucial for effective financial management.

3. A manufacturing company wants to protect itself from potential losses due to fluctuations in commodity prices. Discuss the insurance and hedging techniques available in supply chain finance that can help the company manage the financial risks associated with volatile commodity markets. Provide examples to support your answer.
4. A company is considering implementing a supply chain finance platform to improve its working capital management. Explain the concept of factoring, invoice discounting, and supply chain finance platforms. Assess the potential benefits and challenges the company may encounter by adopting these financing strategies.
5. A company wants to implement collaborative planning, forecasting, and replenishment (CPFR) with its suppliers and retailers to improve supply chain efficiency. Explain the concept of CPFR and discuss the potential benefits and challenges associated with its implementation. Provide recommendations for building effective collaboration and coordination among supply chain partners.

Suggested Readings

- Bals, L., & Tate, W. L. (Eds.). (2017). Handbook of strategic supply chain management. Springer.
- Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2013). Supply chain logistics management. McGraw-Hill Education.
- Cai, W., & Song, D. P. (Eds.). (2016). Supply chain finance and blockchain technology: The case of reverse securitisation. Palgrave Macmillan.
- Fabbe-Costes, N., Jahre, M., Roussat, C., & Vallet, F. (Eds.). (2016). Advances in production management systems. Initiatives for a sustainable world: IFIP WG 5.7 International Conference on Advances in Production Management Systems, APMS 2016, Iguassu Falls, Brazil, September 3–7, 2016, Proceedings, Part I. Springer.
- Harland, C. M., Lamming, R. C., & Cousins, P. D. (Eds.). (2017). Handbook of supply chain management. Routledge.
- Hugos, M. H. (2018). Essentials of supply chain management. John Wiley & Sons.
- Mangan, J., Lalwani, C., & Lalwani, C. L. (2022). Global logistics and supply chain management. John Wiley & Sons.
- Rogers, D. S., & Tibben-Lembke, R. S. (2018). Going backwards: Reverse logistics trends and practices. Reverse Logistics Magazine.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2014). Designing and managing the supply chain: Concepts, strategies, and case studies. McGraw-Hill Education.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE 6.2: Mathematical Applications for SCM

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Mathematical applications for SCM DSE – 6.1	4	3	1	-	Class XII	Nil

Learning Objectives: The course aims to familiarize the learners with the basic mathematical tools with special emphasis on applications to business and economic situations.

Learning outcomes

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

1. Assess the applicability of matrices as mathematical tools in representing a system of equations.
2. Apply differential calculus to solve simple business problems.
3. Evaluate business problems involving complex linear relationships between decision variables and their determining factors.
4. Explain mathematical formulation and solution of problems related to finance including different methods of interest calculation, future and present value of money.
5. Develop programming for business problems involving constrained optimisation.

Unit 1: Matrices and Determinants

9 hours

Overview of Matrices. Solution of a system of linear equations (having a unique solution and involving not more than three variables) using matrix inversion method and Cramer's Rule Leontief Input Output Model (Open Model Only).

Unit 2: Calculus-I**6 hours**

Concepts and rules of differentiation. Concept of Marginal Analysis: Marginal Revenue, Marginal Cost. Concept of Elasticity of demand and supply. Application of Maxima and Minima problems: Revenue, Cost, Profit, Economic Order Quantity, Optimal trade in time.

Unit 3: Calculus-II**12 hours**

Partial Differentiation: Partial derivatives up to second order. Homogeneity of a function and Euler's theorem. Production Function: Returns to factor, Returns to scale. MRTS and Elasticity of Substitution. Application of Maxima and Minima problems involving two independent variables. Integration: Nature of commodities and partial elasticity of demand, Applications of marginal analysis, Consumer Surplus and Producer Surplus.

Unit 4: Mathematics of Finance**9 hours**

Rates of interest: nominal, effective and their inter-relationships in different compounding situations. Compounding a sum using different types of rates. Applications relating to Depreciation of assets and average due date. Types of annuities: ordinary, due, and deferred - Discrete and continuous. Perpetuity. Determination of future and present values using different types of rates of interest. Applications relating to Capital Expenditure and Leasing.

Unit 5: Linear Programming**9 hours**

Formulation and Assumptions of LPP, Solution by Simplex Method- maximization and minimization cases. Shadow prices of the resources. Special Cases: Identification of unique and multiple optimal solutions, unbounded solution, infeasibility and degeneracy.

Exercises:

The learners are required to:

1. assess the use of matrices in evaluating competing alternatives in logistics and SCM.
2. Apply differential calculus to solve hypothetical business problems in logistics and SCM.
3. evaluate business problems as an application of linear programming in logistics and SCM

4. gather information about various deposit and loan schemes of banks to find out interest rate differentials, and compounded value.
5. gather information about annuity schemes in the investment markets like periodic home mortgage payments, insurance payments and pension payments, life insurance products as an annuity.
6. identify the decision-making variables and assess their functional relationship with other variables affecting the decision in a hypothetical business and economic situation in logistics and SCM .
7. develop programming for hypothetical business problems involving constrained optimisation in logistics and SCM.

Suggested Readings:

- Anthony, M., & Biggs, N. (1996). Mathematics for Economics and Finance. Cambridge: Cambridge University Press.
- Ayres, F. J. (1963). Theory and Problems of Mathematics of Finance. New York: McGraw Hill Publishing.
- Budnick, P. (1986). Applied Mathematics for Business, Economics, & Social Sciences. New York: McGraw Hill Publishing.
- Dowling, E. (2011). Introduction to Mathematical Economics. New York: McGraw Hill Publishing Kapoor.
- Ghosh & Sinha (2018). Business Mathematics and Statistics. Oxford University Press.
- S.K. Sharma and Kaur, G. (2019). Business Mathematics. New Delhi: Sultan Chand & Sons (P) Ltd.
- Singh, J. K. (2017). Business Mathematics. New Delhi: Himalaya Publishing House.
- Thukral, J. K. (2009). Mathematics For Business Studies. New Delhi: Mayur Paperbacks.
- V. K., & Sancheti, D. C. (2014). Business Mathematics, Theory & Applications. Delhi: S. Chand Publishing.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE 6.3: Inland Waterways and Coastal Shipping

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		
Inland Waterways and Coastal Shipping DSE: 6.2	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

This course provides a comprehensive understanding of inland waterways and coastal shipping as important modes of transportation. Students will explore the characteristics, operations, and challenges associated with inland waterways and coastal shipping systems. The course will cover topics such as waterway infrastructure, vessel types, navigation and safety, regulatory frameworks, intermodal connectivity, and the economic and environmental aspects of these modes of transportation.

Learning Outcomes:

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

- explain role of inland waterways and coastal shipping in the transportation sector and identify the characteristics and features of inland waterways and coastal shipping systems.
- analyze the infrastructure requirements for efficient and safe navigation in inland waterways and coastal areas.
- evaluate the different types of vessels used in inland waterways and coastal shipping and their operational considerations and understand the regulatory frameworks and policies governing inland waterways and coastal shipping operations.
- assess the intermodal connectivity between inland waterways, coastal shipping, and other modes of transportation. examine the economic and environmental aspects of inland waterways and coastal shipping and their impact on regional and national economies.
- to solve the problems in the context of inland waterways and coastal shipping.

Unit 1: Introduction to Inland Waterways and Coastal Shipping **9 hours**

Definition and significance of inland waterways and coastal shipping, Comparison with other modes of transportation, Historical development and current trends, Characteristics of Inland Waterways and Coastal Areas, Types of inland waterways (rivers, canals, lakes), Coastal zones and their unique features, Impact of geography and topography on navigation

Unit 2: Waterway Infrastructure, Vessel Types and Operations **9 hours**

Locks, dams, and channels, Port facilities and terminals, Navigation aids and signaling systems
Vessel Types and Operations, Barges, towboats, and push boats Ferries and passenger vessels
Cargo handling and stowage considerations,

Unit 3: Navigation and Safety **9 hours**

Navigation rules and regulations, Vessel traffic management systems, Safety protocols and emergency response, Regulatory Frameworks and Policies, Integration with road, rail, and air transportation, Inland ports and intermodal terminals, Last-mile connectivity and hinterland distribution, Economic and Environmental Aspects

Unit 4: International and national regulations **9 hours**

Port authorities and governing bodies, Environmental regulations and sustainability initiatives
Intermodal Connectivity, Economic benefits and challenges of inland waterways and coastal shipping, Environmental impact and sustainability considerations, Case studies of successful projects and initiatives

Unit 5: Emerging Technologies and Future Trends **9 hours**

Digitalization and automation in inland waterways and coastal shipping, Energy-efficient and alternative fuel technologies, Predictive analytics and smart shipping solutions, Analysis of real-world projects and operations.

Exercise:

1. Divide the students into groups and assign each group a specific mode of transportation (inland waterways, coastal shipping, road, rail, air). Instruct each group to research and prepare a presentation comparing their assigned mode with others in terms of cost, capacity, environmental impact, and geographic coverage. The groups should discuss the strengths and weaknesses of each mode and present their findings to the class.
2. Provide students with maps and charts of different regions with varying geographic and topographic features (e.g., rivers, canals, lakes, coastal areas). Ask them to analyze how

these features can affect navigation in inland waterways and coastal areas. Students should identify the challenges posed by specific geographic and topographic characteristics and propose strategies to overcome them.

3. Divide the students into small groups and assign each group the task of designing a port terminal for a specific inland waterway or coastal area. Students should consider factors such as vessel types, cargo handling requirements, navigation aids, and safety protocols. Each group should create a layout plan, identify the necessary infrastructure elements (e.g., locks, dams, channels), and explain their design choices.
4. Provide students with different types of cargo (e.g., bulk goods, containers, hazardous materials) and ask them to analyze the appropriate stowage considerations for each type. Students should consider factors such as weight distribution, stability, and securing methods. They should create stowage plans and discuss the potential challenges and safety implications associated with each cargo type.
5. Using a vessel traffic management simulation software or a virtual environment, create scenarios simulating vessel traffic in a specific inland waterway or coastal area. Students should take on different roles, such as vessel operators, traffic controllers, and safety officers, and practice making decisions to ensure safe and efficient navigation. After the simulation, students should reflect on the challenges faced and discuss improvements to enhance navigation and safety.
6. Conduct an emergency response drill in a simulated inland waterway or coastal shipping scenario. Students should develop emergency response plans, including communication protocols, evacuation procedures, and resource allocation. Simulate a specific emergency situation (e.g., collision, hazardous spill) and evaluate the effectiveness of the response efforts. Students should analyze the outcomes and propose enhancements to the emergency response plans.
7. Assign each student or group a specific port authority or governing body responsible for regulating inland waterways or coastal shipping. Students should research and analyze the regulatory framework, policies, and environmental initiatives of the assigned authority. They should assess the compliance levels of the authority and present recommendations for improving regulatory effectiveness and sustainability practices.
8. Provide students with case studies of successful inland waterways or coastal shipping projects or initiatives. Students should critically analyze the economic benefits, challenges, environmental impact, and sustainability considerations of each case study. They should identify key factors contributing to the success of these projects and propose lessons learned that can be applied to future endeavors.
9. Students should research and select a specific digitalization or automation technology used in inland waterways

Suggested Readings

- Baird, A. J., & Kemp, A. C. (2015). *Estuaries: Dynamics, Mixing, Sedimentation and Morphology*. Cambridge University Press.
- Bell, R. L. (2017). *Maritime Logistics: A Complete Guide to Effective Shipping and Port Management* (4th ed.). Kogan Page.

- Cappuccilli, R. (2017). Handbook of Coastal and Ocean Engineering: Inland and Coastal Navigation and Coastal Protection (Vol. 2). World Scientific Publishing.
- Goulielmos, A. M. (2015). Sustainable Coastal Management and Climate Adaptation: Global Lessons from Regional Approaches in Australia. Springer.
- Lalli, C. M., & Parsons, T. R. (2022). Biological Oceanography: An Introduction (4th ed.). Elsevier.
- Ramasamy, S. M., & M. A., S. M. (2019). Maritime Economics and Logistics (4th ed.). Routledge.
- Roe, M. (2019). Inland Waterways of Great Britain (9th ed.). Imray, Laurie, Norie & Wilson Ltd.
- Turan, O., & Yong, J. Y. (Eds.). (2019). Sustainable Coastal and Ocean Engineering: Proceedings of the 3rd International Conference on Sustainable Coastal and Ocean Engineering. CRC Press.
- White, R. (2013). The Inland Waterways Manual: The Complete Guide to Boating on Rivers, Lakes, and Canals (3rd ed.). Adlard Coles Nautical.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE 6.4 Ethics and Corporate Governance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Ethics and Corporate Governance (DSE-6.3)	4	3	1	-	12th Pass	Nil

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. recognize 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.
- 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:

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

B.A. (VS) MATERIALS MANAGEMENT

DSE 6.5: Basic Development Economics

Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
		Lecture	Tutorial	Practical/ Practice		
Economic Development- Different experiences (DSE 6.5)	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.

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.**

COMMON POOL OF GENERIC ELECTIVE COURSE (GE)

FOR

BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)

SEMESTER-VI

(Students can choose any GE courses other than the GE offered by their parent department)

GE Pool for Students of BA (VS) Materials Management

Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	-	Pass in Class 12 th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK.
- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

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

GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12 th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

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

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10

Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities 15 **Hours**

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette 12 **Hours**

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.
- Inskeep, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.

- Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: Cengage Learning.
- Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
- Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
- Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
- Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

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

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)
Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

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

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

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

Unit 1: Fundamentals of front office operations: 9 hours

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

Unit 2: Front Office Management: 9 hours

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

Unit 3: Middle Office Operations: 9 hours

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

Unit 4: Back Office Operations: 9 hours

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

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

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

Practical Exercises:

The learners are required to:

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

Suggested Readings:

- Andrews, S.,(1982). *Front Office Manual*.Tata McGraw Hill (India).
- Bardi, J. (2012). *Hotel Front Office Management*.Willy and Sons.
- Bhatia, R.C. (2003). *Office Management*. Galgotia Publishers, New Delhi.
- Chopra R.K., (2015). *Office Organization and Management*. Himalaya Publishing House. NewDelhi.
- Duggal, B. (2015). *Office Management & Commercial Correspondence*. Kitab Mahal, (India).

- Ghosh, P.K. *Office Management*, Sultan Chand & Sons, New Delhi.
- Kasavana & Brooks, (2017). *Managing Front office Operations*.
- Pillai, R.S.N and Bagavathi, (2013). *Office Management*. S. Chand & Company Ltd, New Delhi.

Notes:

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

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Communication in Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	-	12th Pass	-

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

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

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

Course Contents:

Unit 1: Introduction to Communications

10 hours

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

Unit 2: Listening**5 hours**

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

Unit 3: Oral and Written Communication**10 hours**

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

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

Unit 4: Group Discussion**10 hours**

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

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

Unit 5: Meetings**10 hours**

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

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

Exercises: The learners are required to:

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

Suggested Readings:

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

- Scot, O., (2004), *Contemporary Business Communication*. Biztantra, New Delhi
- Madhukar R. K.(2011), *Business Communication*, Vikas Publishing, New Delhi

Notes:

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

List of GE's offered by Department of Marketing Management and Retail Business
(CVS)
Semester VI

GENERAL ELECTIVE COURSE (GE-6.1)
Basics Of 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		
Basics of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

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

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used by brand promoters in the market.
3. describe the role and types of advertising agencies.
4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies : 9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising : 12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.
- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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) Marketing Management and Retail Business Semester VI
GENERAL ELECTIVE COURSE (GE-6.2)
Consumer Behaviour And Decision Making

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	-	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

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

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; distinguish between customer and consumer; the role of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experienter and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and Sons
- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHI Learning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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.

List of GE's offered by Department Small and Medium Enterprises (CVS)
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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12 th Pass	Nil

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	-	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

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.

**List of GEs offered by Department of Human Resource Management
(CVS) for All Vocational Courses
Semester VI**

**GENERIC ELECTIVE COURSE (GE- 6.1)
People Management**

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	-	12th Pass	Nil

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

Learning Outcomes:

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

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

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

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

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

Unit 4: Managing Evaluation and Assessment

10 hours

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

Unit 5: Leading People & Resolving Conflicts

8 hours

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational

climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.
3. participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
5. Simulate role play of 360-degree appraisal in groups (as formed in previous activity) and appraising the performance of each member of the group.
6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

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

B.A. (VS) Human Resource Management Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)
Learning And Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

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

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development

9 hours Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment

9 hours Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies

9 hours

Development techniques for enhancing decision-making and interpersonal skills, case study, in-basket exercise, special projects, action learning, syndicate work, games, action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling**9 hours**

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

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

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)
Semester VI

B.A. (VS) Insurance Management Semester VI
GENERIC ELECTIVE COURSE (GE- 6.1)
Basics of Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

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

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement

11

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance

10 Hours

Professional ethics and standards, Disclosure and transparency in sales practices,

Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)
2. make a matrix representing the type of insurance policy, its features and the needs of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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) Insurance Management Semester VI
GENERIC ELECTIVE COURSE (GE- 6.2)

Basics of Non-Life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	-	Pass in class 12 th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

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

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).
2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasanee, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving

cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures

(12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern

(12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture

(12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions

(09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon
- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, •
New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn
Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	-	NA	NA	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
- 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
- 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
- 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
- 5: To provide students with an understanding to look at theoretical approaches to public policy.
- 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen-administration interface

By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.
 Chakravarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.
 Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.
 Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan , New Delhi.
 Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.
 Yadav, Sushma(2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.
 Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.
 Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.
 Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.
 Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.
 Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.
 Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.
 Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.
 Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.
 Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216
 Bhattacharya, M(2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323
 Caiden, N (2004): Pubic budgeting Amidst Uncertainty and instability, in Shafritz, J.
 M&Hyde, A. C(eds) Classics of Public Administration, Cengage Learning.
 Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M& Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.
 Bhattacharya, M (2001), New Horizons in Public Administration, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, Public Policy, sage ,new delhi 2016.
 Shakhdar, S.L., Budgeting in India, I.I.P.A, New Delhi, 1960.

Sir Herbert, The British Budgetary System, London, Allen & Unwin Ltd. 1959.
Henry, N (2003), Public Administration and Public affairs, Prentice Hall, New Delhi. 36-49.
Awasthi, A & Maheshwari (2003), Public administration, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 1-43.
Henry, N (2003), Public Administration and Public affairs, Prentice Hall, New Delhi. 36-49.
Maheshwari, M (2003): Administrative Thinkers, Macmillan Publishers, New Delhi, 97-174, 210-279.
Prasad, D.R Prasad, V.S & Satyanarayana, P (ed) (2006): Administrative Thinkers, Sterling Publishers, New Delhi, 22-151.
Sharma, M.P. & Sadana, B.L (2009): Public administration in Theory and Practice, Kitab Mahal, New Delhi, 128-143.
Polinaidu, S (2010): Public Administration, Galgotia publication, New Delhi, 563-587.
Sapru, R.K (2012) 'Public Policy' sterling publisher, New Delhi, 1-23, 60-92, 133-172.
Singh, K. (2003). Aid and Good Governance, A discussion paper on the reality of aid.
Stroker, G. (1998), Governance as theory: five propositions, International social science journal, Vol. 50, No. 1: 17-28.
Ramesh K Arora, Public Administration in India Tradition, Trends and Transformation, Paragon International Publishers, 2006.
L.d. White, Introduction to the Study of Public Administration, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) Decentralisation: Institution and Political in Rural India, Oxford University press, New Delhi
E Governance (2004): The New Age, APH publishers.
Sharma, P.K & Deveshwar, M (2007) 'Right to Information in India' in Singh, S and Sharma, P (eds) Decentralisation: Institution and political in Rural India, Oxford University press, New Delhi
Vasu Deva, (2005) E governance in India: A Reality, Commonwealth publisher.

GE Pool for Students other than that of BA (VS) Materials Management
Semester VI

GE 6.1: Introduction to Warehouse 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

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

1. Recognize the need for warehousing in today's competitive environment and how supply chaintrends are impacting the design and operation of warehouses.
2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouseoperation.
3. Develop strategies for improving receiving and issuing material operations, including the use of barcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finishedgoods, and MRO.

5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width- finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)
– Handling time –vehicle utilization –number of loads completed –congestion –Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory

control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewarehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in any warehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems* [With CDROM]. Springer Verlag.

- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasing and Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply Chain Management*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principles and Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and Distribution Management: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas Publication House Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. Lucie Press.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. Palgrave Macmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENT

GE 6.2 Introduction to Supply Chain 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	-	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

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

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning: 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain: Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations: 9 hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement: 9 hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics(KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management: 9 hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.
- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

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

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

Small & Medium Enterprise

Semester-V

DSC	Human Resource Management in MSMEs
	Firms in the Globalizing World
	Basics of Financial Management
DSE	Brand Management
	Export -Import Management
	Business Tax Procedures and Management
	Public Policy and Governance
	Business Laws
<u>GE Pool For BA(VS) Small & Medium Enterprise Students</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment
3.	Modern Office Management
4.	Sustainable Development
5.	Essentials of Management and Retail Essentials
6.	Basics of Retail Management
7.	Introduction to Materials Management
8.	Basics of Purchase Management
9.	Stress Management
10.	Team Building and Development
11.	Risk Management and Insurance
12.	Introduction to Insurance
13.	Cultural Diversity: Tangible & Intangible Heritage
14.	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Small & Medium Enterprise</u>	
1	Launching a New Venture
2	Management of Small Business Enterprises

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		
Human Resource Management in MSMEs (DSC-5.1)	4	3	1	0	12th Pass	Nil

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* (16th ed.). Pearson Education.

- Dessler, G. (2017). *Fundamentals of Human Resource Management* (4th 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* (3rd 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

Course Title and Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisites of the course
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.

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*. (11th 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.

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		
Basics of Financial Management DSC-5.3	4	3	1	-	12th Pass	Nil

Learning Objectives:

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

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

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

Unit 1: Financial Management: An Overview

3 Hours

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

Unit 2: Capital Budgeting Decision

12 hours

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

Unit 3: Cost of Capital and Financing Decision

15 Hours

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

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

Unit 4: Dividend Decision

6 Hours

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

Unit 5: Working Capital Decision

9 Hours

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

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

Exercises:

The learners are required to:

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

Suggested Readings:

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

- Sharma, S. K. & Sareen, R. (2019). *Fundamentals of Financial Management*. New Delhi: Sultan Chand & Sons (P) Ltd.
- Singh, J. K. (2016). *Financial Management: Theory and Practice*. New Delhi: Galgotia Publishing House.
- Singh, S. and Kaur, R. (2020). *Basic Financial Management*. New Delhi: SCHOLAR Tech Press.
- Tulsian, P. C. & Tulsian, B. (2017). *Financial Management*. New Delhi: S. Chand.

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
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		
Brand Management (DSE-5.1)	4	3	1	0	12th Pass	Nil

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* (2nd ed.). SAGE Publications.
- Chernev, A. (2020). *Strategic Brand Management* (3rd 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* (1st 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* (5th 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* (3rd ed.). Harriman House.

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 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		
Export-Import Management (DSC-4.3)	4	3	1	-	12th Pass	Nil

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://cip.icegate.gov.in/CIP/#/import_and_export_through_post
- 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

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 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		
Business Tax Procedures and Management (DSE-5.3)	4	3	1	-	12th Pass	Nil

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:

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**

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

20
(12 hours)

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.

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		
Business Laws	4	3	1	-	12th Pass	Nil
DSE 5.5						

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* (5th 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.

GE Pool for BA (VS) Small & Medium Enterprise Students

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

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

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components 15 Hours

Definition and scope of tourism, Historical development and evolution of tourism, Tourism industry sectors and stakeholders, Trends and challenges in the tourism industry, Tourism Systems and Components, The tourism system: demand and supply, Tourist

behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and Practice (7th ed.)*. Pearson.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. Routledge.
- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*.

- Routledge.
- Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
 - Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
 - Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
 - Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

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

GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

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

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.

3. examine the economic impacts of tourism at the local destination. Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism. Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12

Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.
- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

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

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	0	12 th Pass	Nil

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

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

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

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

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

Unit 2: Office Environment

9 hours

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

Unit 3: Office Mechanization

9 hours

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

Unit 4: Office Supplies, Office Forms and Procurement

9 hours

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

Unit 5: Office Correspondence, Records Management and Banking

9 hours

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

Exercises:

The learners are required to:

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

Suggested Readings:

- Bhatia, R.C.(2003). *Office Management*. Galgotia Publishing Company, New Delhi, India
- Chopra, R. K., & Bhatia, A. (2010). *Office Management*. 15th Edition. Himalaya Publishing House, Mumbai, India.
- Geoffrey, M., Standingford, O., & Appleby, R. C. (1991). *Modern Office Management*, NY, USA.

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

Notes:

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

GENERAL ELECTIVE COURSE – 5.2 (GE-5.2)
Sustainable Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	-	12th Pass	Nil

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

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

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

Course Contents:

Unit 1: Introduction

9 hours

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

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

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

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

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

Unit 4: Responsible Production and Mindful Consumption

8 hours

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

Unit 5: Responsible Investment

8 hours

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

Exercises: The learners are required to:

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

Suggested Readings:

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

- Abingdon; Routledge. (Unit I to V)
- Stokke, O. (2018). *Sustainable Development*. Abingdon; Routledge. (Unit I to V)

Additional Readings:

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

Notes:

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

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	-	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail structures in existence.

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

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.

3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions 12 Hours

Planning- concept and meaning, Decision-making, Organisational structures- traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication- meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.
2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their

decision-making processes, and analyze the effectiveness of their management strategies.

3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their choice, such as fashion retail, electronics retail, or grocery retail. They can present their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- ☐ Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- ☐ Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- ☐ Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- ☐ Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publg. Co. Ltd., New Delhi.
- ☐ Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- ☐ Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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.**
-

BASICS OF RETAIL MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	-	Pass in Class 12 th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

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

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. categorise different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit 1 Basics of retail management

12 hours

Concept, objective and functions of Retail Environment; Types of Retailing Formats- advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment

9 hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution:

12 hours

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.
4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*, Cengagelearning, Andover, UK
- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford

University Press.

- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.

GE Pool for Students other than that of BA (VS) Materials Management
Semester V

B.A. (VS) MATERIALS MANAGEMENT GE 5.1:

Introduction to Materials 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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

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

- discuss the conceptual framework of material management and can manage the material management process.
- explain both internal and external of material management, material management activities, functions and organizational structure;
- explain production processes, machines and tools used in industries.

- analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages

9 hours

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting

9 hours

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries, Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing

9 hours

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining, Vendor relations, Purchasing Methods.

Unit 4: Inventory

9 hours

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method), Input and output of MRP system.

Unit 5: Materials handling and storage systems

9 hours

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages

with other functional areas of management. Prepare a explanatory note to be presented to Director operations.

2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.
4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.
- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.
- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision.

Chapman Hall.

- Shah, N. M. (2000). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

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

B.A. (VS) MATERIALS MANAGEMENTGE 5.2:

Basics of Purchase Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

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

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management**12 hours**

Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12 Hours

Sources of supply: vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting**12 Hours**

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase**9 hours**

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating systems help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the

advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.

4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailky, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.
- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

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

**List of GEs offered by Department of Human Resource Management
(CVS) for All Vocational Courses**

**Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)
Stress 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		
Stress Management (GE-5.1)	4	3	1	-	Pass in class 12 th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

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

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour as a consequence to stress.
4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress 7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress 10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress 10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention :9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress :9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.
4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.
- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication

- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

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

B.A. (VS) Human Resource Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)
Team Building and Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	-	Pass in class 12 th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

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

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.
3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams -8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team,
Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team,
Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building : 8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model,
Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams – Employee First Customer Second.

Unit 5: Evaluation of Team Performance 8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to achieve desired goals of organisation. Also identify various training needs of your team in the process.
3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
4. Create a Team Charter of your team and provide it to your team member's. students should collaborate with fellow classmates forming small groups to complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project.

They should consider aspects such as communication, decision-making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior

5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2), 111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

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

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Unit 1: Risk and Uncertainty -11 Hours

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects: 12 Hours

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk :12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview : 10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	-	Pass in class 12 th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

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

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

Exercises:

The learners are required to:

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of

- insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
 4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) *Risk Management & Insurance* Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) *Fundamentals of Risk Management and Insurance*.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage
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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.
4. The student will also come to know about intangible cultural heritage like language and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects : (i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut-Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen's Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa's *Abhigyanashakuntalam*, Prakrit: Gatha Satasai, Indo-Persian Literature: Amir Khusro's works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., The Wonder that was India. Volume I, New Delhi.
- Gupta S. P., Elements of Indian Art, DK Print World, 2007
- Brown Percy, Indian Architecture, Buddhist Hindu and Islamic, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): Perceptions of India's Visual Past, AIIS, Delhi, 1994. • Asher Catherine, Architecture of Mughal India.
- Vatasayana Kapila; Indian Classical Dance, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. The History and Culture of the Indian People, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, Studies in Indian Temple Architecture; Chapter 1. AIIS, 1975.
- Deva, B.C., An introduction to Indian Music, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Tillotson G, Havelis of Rajasthan.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.
- Venkatasubramanian, T.K. Music as History in Tamil Nadu, Primus Books, Delhi, 2010.

Notes:

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

List of GE's offered by Department of Political Science (CVS) for All Vocational Courses
Semester V

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Polity and Governance in India	4	3	1	0	Pass in Class XII	NIL	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

1. To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s. To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to help undergraduates to analyse the impact of globalisation process on economy, polity,

society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.
- b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

- a) Institutional Functioning: Prime Minister, Parliament and Judiciary.
- b) Power Structure in India: caste, class and patriarchy,
- c) Religion and Politics: debates on secularism and majoritarianism,
- d) Parties and party system in India

Unit -4 (15 hours)

The Developmental Trajectory

- a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.
- b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)

Globalisation

- a) Role of state in the era of Globalisation
- b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings

Reading Indian State

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14
Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.
Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165
Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.
R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.
S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].
Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137
Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford University Press.

Subhash Kashyap (2017), *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, New Delhi: National Book Trust.

V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) *Politics and Ethics of the Indian Constitution*, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

Fadia, B.L(2002): *Indi and government and Politics*, Sahitya Bhawan Publication, Agra,68-135

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin,599-630

Narang, A.S(2015): *India Political System, Process and Development*, New Delhi, Gitanjali publication,111—180,309-446

Chandhoke, Neera (2019): *Pluralism, Secularism, and Tolerance: Anxieties of Coexistence*, New Delhi, Sage

Jayal, N. G& Mehta, P.B(2010): *The oxford Companion to Politics in India*, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): *Politics and State in India*, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) *Indian Government and Politics* New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press, 90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin.,442-598

Rao, M.S (2008): *Social Movements in India*, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): *Social movements in India*, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) *The Governance Discourse*. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), *Good Governance, Democratic Societies and Globalisation*, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) *Oxford Companion to Indian Politics*. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): *Governing Globalization: Issues and Institutions*, Oxford University Press, New Delhi.

**GE Pool for Students other than that of BA (VS) Small & Medium Enterprise
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		
Launching a New Venture (GE-5.1)	4	3	1	0	12th Pass	Nil

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	0	12 th 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:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

Small & Medium Enterprise

Semester-VI

<u>DSC</u>	Contemporary Environment of MSMEs
	Management Accounting
	Digital Economy
<u>DSE</u>	Advertising
	Introduction to Industrial Laws
	Ethics and Corporate Governance
	Fundamentals of International Business
	Corporate Laws
	Basic Development Economics
<u>GE Pool For BA(VS) Small & Medium Enterprise Students</u>	
1.	Emerging Trends in Tourism
2.	Institutional Tourism Management
3.	Office Operations
4.	Communication in Management
5.	Basics of Advertising
6.	Consumer Behaviour and Decision Making
7.	Introduction to Warehouse Management
8.	Introduction to Supply Chain Management
9.	People Management
10.	Learning and Development
11.	Basics of Life Insurance
12.	Basics of non-Life Insurance
13.	Cultural Diversity: Visual Arts, Popular Culture, and Institutional Practices
14.	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Small & Medium Enterprise</u>	
1	MSMEs Policy Initiatives and Institutional Framework
2	Accounting for Entrepreneurship

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		
Contemporary Environment of MSMEs (DSC-6.1)	4	3	1	-	12th Pass	Nil

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
- www.msme.gov.gov.in
- www.dcmsme.gov.in
- www.rbi.org.in
- 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		
Management Accounting (DSC-6.2)	4	3	1	-	12th Pass	Nil

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:

- 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 CORE COURSE - DSC-6.3

DIGITAL ECONOMY

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
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* (2nd 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:

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 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 th 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- IIInd 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		
Introduction to Industrial Laws DSE-6.2	4	3	1	-	12th Pass	Nil

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.

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

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:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

B.A. (VS) 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		
Fundamentals of International Business (DSE-6.4)	4	3	1	-	12th Pass	Nil

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:

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 -6.5 (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		
Corporate Laws (DSC-6.5)	4	3	1	0	12 th Pass	Nil

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:

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 (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.

**COMMON POOL OF GENERIC ELECTIVE COURSE (GE)
FOR
BA(VS) AT COLLEGE OF VOCATIONAL STUDIES(CVS)
SEMESTER-VI**

(Students can choose any GE courses other than the GE offered by their parent department)

GE Pool for Students of BA (VS) Small & medium Enterprises

Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	-	Pass in Class 12th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK.
- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

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

GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12 th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

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

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10

Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities

15

Hours

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette

12

Hours

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation:*

- Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.
 - Inskeep, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.
 - Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: CengageLearning.
 - Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
 - Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
 - Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

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

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)
Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

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

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

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

Unit 1: Fundamentals of front office operations: 9 hours

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

Unit 2: Front Office Management: 9 hours

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

Unit 3: Middle Office Operations: 9 hours

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

Unit 4: Back Office Operations: 9 hours

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

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

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

Practical Exercises:

The learners are required to:

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

4. Demonstration of equipment to be used in the office.
5. Learn the various office operations being adopted.

Suggested Readings:

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

Notes:

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

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Communication in Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	-	12th Pass	-

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

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

1. explain basics of managerial communication

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

Course Contents:

Unit 1: Introduction to Communications

10 hours

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

Unit 2: Listening

5 hours

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

Unit 3: Oral and Written Communication

10 hours

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

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

Unit 4: Group Discussion

10 hours

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

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

Unit 5: Meetings

10 hours

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

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

Exercises: The learners are required to:

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

Suggested Readings:

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

Notes:

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

BASICS OF 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		
Basics of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

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

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used

- by brand promoters in the market.
- 3. describe the role and types of advertising agencies.
- 4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies : 9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising : 12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.

- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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.

CONSUMER BEHAVIOUR AND DECISION MAKING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	-	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

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

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; distinguish between customer and consumer; the role

of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experiencer and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and Sons

- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHI Learning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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.

GE 6.1: INTRODUCTION TO WAREHOUSE 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	-	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

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

1. Recognize the need for warehousing in today's competitive environment and how supply chain trends are impacting the design and operation of warehouses.

2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouse operation.
3. Develop strategies for improving receiving and issuing material operations, including the use of barcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finished goods, and MRO.
5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width- finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)

– Handling time –vehicle utilization –number of loads completed –congestion –Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of

material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewherehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in any warehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems* [With CDRom]. Springer Verlag.
- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasingand Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply ChainManagement*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principlesand Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and DistributionManagement: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas PublicationHouse Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. LuciePress.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. PalgraveMacmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency andMinimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

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

GE 6.2 INTRODUCTION TO SUPPLY CHAIN 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	-	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

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

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning: 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain: Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations: 9 hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement: 9 hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics(KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management: 9 hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.
- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

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

List of GEs offered by Department of Human Resource Management

PEOPLE MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	-	12 th Pass	Nil

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

Learning Outcomes:

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

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

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

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First

Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

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

Unit 4: Managing Evaluation and Assessment

10 hours

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

Unit 5: Leading People & Resolving Conflicts

8 hours

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

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.
3. participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
5. Simulate role play of 360-degree appraisal in groups (as formed in previous

- activity) and appraising the performance of each member of the group.
6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
 7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

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

LEARNING AND DEVELOPMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12 th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

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

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development

9 hours Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment

9 hours Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies

9 hours

Development techniques for enhancing decision-making and interpersonal skills,

casestudy, in- basket exercise, special projects, action learning, syndicate work, games, action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling

9 hours

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

Exercises:

The learners are required to:

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

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

List of GEs offered by Department of Insurance Management (CVS)

BASICS OF LIFE INSURANCE
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

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

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement

11

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance

10 Hours

Professional ethics and standards, Disclosure and transparency in sales practices, Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)
2. make a matrix representing the type of insurance policy, its features and the needs

- of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
 4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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.**

BASICS OF NON-LIFE INSURANCE
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

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

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).

2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasanee, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture &
Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures (12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern (12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture (12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions (09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon

- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	-	NA	NA	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
 - 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
 - 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
 - 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
 - 5: To provide students with an understanding to look at theoretical approaches to public policy.
 - 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen- administration interface
- By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.

Chakravabarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.

Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.

Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan, New Delhi.

Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.

Yadav, Sushma (2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.

Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.

Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.

Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.

Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.

Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.

Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.

Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216

Bhattacharya, M (2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323

Caiden, N (2004): Public budgeting Amidst Uncertainty and instability, in Shafritz, J. M & Hyde, A. C (eds) Classics of Public Administration, Cengage Learning.

Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M & Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.

Bhattacharya, M (2001), *New Horizons in Public Administration*, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, *Public Policy*, sage ,new delhi 2016.
 Shakhdar, S.L., *Budgeting in India*, I.I.P.A, New Delhi, 1960.
 Sir Herbert, *The British Budgetary System*, London, Allen & Unwin Ltd. 1959.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Awasthi, A & Maheshwari (2003), *Public administration*, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), *Public Administration in Globalising World*, Sage, New Delhi, 1-43.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Maheshwari, M (2003): *Administrative Thinkers*, Macmillan Publishers, New Delhi, 97-174, 210-279.
 Prasad, D.R Prasad, V.S & Satyanarayana, P(ed) (2006): *Administrative Thinkers*, Sterling Publishers ,New Delhi, 22-151.
 Sharma, M.P. & Sadana, B.L (2009): *Public administration in Theory and Practice*, Kitab Mahal, New Delhi, 128-143.
 Polinaidu, S (2010): *Public Administration*, Galgotia publication, New Delhi, 563-587.
 Sapru, R.K (2012) 'Public Policy' sterling publisher, New Delhi, 1-23, 60-92, 133-172.
 Singh, K. (2003). *Aid and Good Governance*, A discussion paper on the reality of aid.
 Stroker, G. (1998), *Governance as theory: five propositions*, *International social science journal*, Vol. 50 , No. 1: 17-28.
 Ramesh K Arora, *Public Administration in India Tradition, Trends and Transformation*, Paragon International Publishers, 2006.
 L.d. White, *Introduction to the Study of Public Administration*, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) *Decentralisation: Institution and Political in Rural India*, Oxford University press, New Delhi
 E Governance (2004): *The New Age*, APH publishers.
 Sharma, P.K & Deveshwar, M (2007) 'Right to Information in India' in Singh, S and Sharma. P (eds) *Decentralisation: Institution and political in Rural India*, Oxford University press, New Delhi
 Vasu Deva, (2005) *E governance in India: A Reality*, Commonwealth publisher.

GE POOL FOR STUDENTS OTHER THAN THAT OF BA (VS) SMALL & MEDIUM ENTERPRISE

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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12th Pass	Nil

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.**

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	-	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

- 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.**

UNIVERSITY OF DELHI
UNDERGRADUATE
CURRICULUM
FRAMEWORK – 2022 BASED
ON NEW EDUCATION
POLICY-2020
B.A. (Vocational Studies)
HUMAN RESOURCE
MANAGEMENT

HUMAN RESOURCE MANAGEMENT

Semester-V

<u>DSC</u>	Analytics for HRM
	Firms in the Globalising World
	Competency Mapping
<u>DSE</u>	Conflict Management at Workplace
	Strategic Human Resource Management
	Entrepreneurship Development
	Public Policy & Governance
<u>GE Pool For BA(VS) Human Resource Management Students</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment
3.	Modern Office Management
4.	Sustainable Development
5.	Essentials of Management and Retail Essentials
6.	Basics of Retail Management
7.	Introduction to Materials Management
8.	Basics of Purchase Management
9.	Launching a New Venture
10.	Management of Small Business Enterprises
11.	Risk Management and Insurance
12.	Introduction to Insurance
13.	Cultural Diversity: Tangible & Intangible Heritage
14.	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Human Resource Management</u>	
1.	Stress Management
2.	Team Building and Development

B.A. (VS) Human Resource Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.1)
Analytics For HRM

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		
Analytics for HRM (DSC-5.1)	4	3	-	1	Pass in class 12th	Nil

Learning Objective: The course aims to improve the understanding of HR Analytics, identifying effective data sources, developing metrics, designing long-term measures and its applications.

Learning Outcomes:

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

1. demonstrate understanding of the conceptual framework of HR Analytics and different concepts encompassing it.
2. explain and apply the HR Metrics through evaluation and measurement
3. identify the various HR tools used for evaluation and effective statistical measurement.
4. develop an appropriate HR analytical framework and state the process along with the different levels for an organization
5. develop a suitable HR scorecard for critical decision making within an organization assessing HR's contribution to the organization's strategic goals.

Unit 1: Introduction
hours

7

Concept of Analytics, Concepts of Analytics in HR Context: People and Workforce Analytics, Importance of HR Analytics, Understanding HR indicators conceptually, Introduction to HR metrics: meaning, importance.

Unit 2: HR Metrics

11 hours

Key HR metrics measured by HR Analytics; HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic

and Occupational metrics (Diversity); Difficulties in Obtaining data, Ethics of Measurement and Evaluation. Forbes top 10 HR Metrics.

Unit 3: Statistical Tools for HR analysis hours

9

Overview of data sources, data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Statistical analysis for HR (Measures of central tendency- Mean, Median, Mode; Basics of Regression Analysis), Graphs, Tables, Spreadsheets.

Unit 4: HR Analytics Process Frameworks

9 hours

Introduction to Benchmarking, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, Talentship Framework, HR Analytics Process/ Cycle, Introduction to levels of HR Analytics.

Unit 5: Contribution of HR Analytics for decision making

9 hours

Developing HR Scorecard, Developing HR Analytics, HR Analytics and HR Decisions (Improved Productivity and Efficiency): Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact analysis; HR Dash Boards;. Data Integrity and Security Issues.

Practical Exercises:

Note: Hands on practice on real time data will be conducted using appropriate software like excel application.

The learners are required to:

1. Effectively discuss and explain the concept of HR analytics that is popular among organizations today through the classroom presentation in order to ensure comprehensive understanding.
2. Review and discuss case-based study involving HR analytics challenges or opportunities. They should analyze the case, identify relevant HR metrics, and develop data-driven recommendations or solutions to address the specific HR issues.
3. Assess the understanding of conceptual and practical framework in HR analytics by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz). For instance, assign students the task of collecting HR data from a hypothetical organization. They should clean and organize the data, ensuring its accuracy and consistency for analysis
4. Organize student-oriented workshops and labs to gain hands on experience on the application of statistical tools available these days for data analysis. The instructor may provide sample HR data to forecast employee turnover, identify high-potential employees, or predict future recruitment needs. They should use appropriate statistical models to make predictions and validate their accuracy

5. Understand the HR analytics process and its framework through focused group discussions and class presentations. They should explain the framework, provide examples of its application, and demonstrate how it contributes to strategic HR decision-making.
6. Create a visual representation of the HR scorecard that includes the identified HR objectives, key metrics, and target values. Use a balanced scorecard format or a table to present the information clearly. Ensure that the scorecard provides a comprehensive overview of the HR's contribution to the organization's strategic goals.

Suggested Readings

1. Bassi, L., Carpenter, R., and McMurrer, D., (2012). *HR Analytics Handbook*. Reed Business
2. Becker, B.E., Huselid, M.A., Ulrich, D. (2001). *The HR Scorecard: Linking People, Strategy and Performance*. Harvard Business School Press.
3. Bhattacharya, D. K. (2017). *HR analytics: Understanding Theories and Application*.
4. Jac, F. E. (2010). *The new HR analytics: predicting the economic value of your Company's human capital investments*. Amacom.
5. Kumar, P. C., Rao, S and Nayana N. (2019). *Fundamentals of HR analytics*.
6. Prasad, B. V. S., and Sangeetha, K., *HR Metrics: An Introduction*, IUP.
7. Rao, P. H. (2013). *Business Analytics- An Application Focus*. PHI Learning
8. Smith, T. (2013). *HR Analytics: The what, why and how*. Numerical Insights LLC.
9. Walsh, M. J. (2021). *HR analytics Essentials: You Always Wanted To Know*. Vibrant Publishers

Notes:

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

**B.A. (VS) Human Resource Management
Semester V**

**DSC 5.2: FIRMS IN THE GLOBALISING WORLD
DISCIPLINE SPECIFIC CORE - (DSC, 5th Semester)**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title and Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisites of the course
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*. (11th 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.**

DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.3)
Competency Mapping

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		
Competency Mapping DSC-5.2	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The course aims to give input regarding competency aspect of human resource management and also integrates competency of an employee with the human resource practices.

Learning Outcomes:

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

1. identify the basic concepts of competency, its components, types and limitations of competencies
2. demonstrate understanding the overall framework for Competency Management and the different models based on it.
3. identify the different stages involved in developing competency models, develop and design the same.
4. define and articulate the need for competency mapping and identify the steps involved in it.
5. align and integrate Competency Mapping to various HR decisions and applications.

Unit 1: Introduction to the concept of Competency

10 hours

Concept and Definition of Competency, History of Competency, Basic Components of Competency-Knowledge, Skill, Attitude (KSA), Compare Competence and Competency, Performance vs Competency, Types of Competencies- Generic/Specific Competency, Threshold/Performance Competency, Managerial/Human Competency, Limitations Of Competency.

Unit 2: Framework of Competency Management
hours

8

Need and Importance of Competency framework, Types of Competency Models- The Iceberg Model, The Lancaster Model of Managerial Competence, Competency Models for HR

Professionals.

Unit 3: Designing Competency Models hours

11

Stages in Developing and Implementing Competency Models-Understanding job positions,

Data collection instruments for job descriptions, Validation of the competency model after data gathering, Competency Gap Analysis, Validation, and Benchmark; Competency assessment - 360 degrees.

Unit 4: Competency Mapping

8 hours

Define Competency Mapping, Need for Competency Mapping, Purpose of Competency Mapping, Compare Competence Map and Competency Mapping, Steps in developing Competency Mapping.

Unit 5: Scope of Competency Mapping hours

8

Use of Competency Mapping in HR decisions like Assessment Centres, Recruitment and

Selection, Training and Development, Performance Management, Compensation and Rewards, Succession Planning.

Practical Exercises:

The learners are required to:

1. Develop and discuss in groups competency frameworks (KSA's) for various job levels identified in a sample organization and create competency role matrix by keeping in mind Critical Level of Competency
2. Identify the Proficiency, Functional skills required for different jobs that of Sales, Marketing or Human Resource at different levels say Managerial, Executive and Administrator in an organisation of your choice
3. Select a key job in an organisation and conduct its job analysis and prepare a job description. Further using a suitable method of Competency mapping, collect data about key competencies of the employee. Classify the obtained data into required data into required skills. Evaluate the results and identify the performance gaps.
4. Analyse a case study of the sales department of any manufacturing company, identify and map key competencies of job, key roles of job, performance gaps and reasons for the same.
5. Undertake group discussion and review how core competencies related to a job impact key HR decision on recruitment, compensation, training and succession planning.

Suggested Readings:

- McClelland, D. (2013.). Competence at Work. Spencer and Spencer.
- Sanghi, S. (2007). The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations (2nd ed.). SAGE Publications Pvt. Ltd.
- Sharma, R. (2003). 360 degree feedback, competency mapping & assessment centers. Tata McGraw Hill.
- Shermon, G. (n.d.). Competency-based HRM (1st ed.). Tata McGraw Hill.
- Whiddett, S., & Hollyforde, S. (2005). The Competencies Handbook. Jaico Publishing House.

Notes:

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

B.A. (VS) Human Resource Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.1)
Conflict Management at Workplace

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Conflict Management at workplace (DSE-5.1)	4	3	1	-	Pass in class 12th	Nil

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

Learning Outcomes:

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

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

Unit 1: Introduction: Concept and Theories

9 hours

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

Unit 2: Approaches and Strategies of Dealing with Conflicts

9 hours

Resolution and Conflict transformation - Five conflict handling styles: competing, collaborating, avoiding, accommodating and compromising. Win – win approach - Different strategies of dealing with conflict: Strike, boycott and other noncooperation methods; coercion, violence and grievance redressal, investigation, arbitration, adjudication and litigation, conflict coaching and Lobbying.

Unit 3: Methods of Conflict Resolution**9 hours**

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

Unit 4: Skills and Techniques for Conflict Management**9 hours**

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

Unit 5: Role of Managers in Conflict Management**9 hours**

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

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

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

Suggested Readings:

- Asish Kumar Das, (2008), Contemporary Conflict Resolution, Sarup & Sons, New

Delhi.

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

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

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

B.A. (VS) Human Resource Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.2)
Strategic Human Resource Management

Credit Distribution, Eligibility and Pre-Requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Strategic Human Resource Management (DSE- 5.2)	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The aim of the course is to familiarise students with concept and factors of strategic human resource management and help them understand how they may provide a company an edge in a competitive market, with a focus on Indian and international businesses. Students will learn to think strategically and align HR efforts with organisational objectives with the skills they acquire in this class.

Learning outcomes:

Upon completion of this course, learners will be able to:

1. describe the strategic management process, and demonstrate understanding of its dimensions and different models and strategies used in organizations.
2. develop short term and long-term objectives with regard to effective utilization of human resources and formulate strategies that are aligned with overall business strategy.
3. evaluate the critical role of HR manager/specialist in strategy formulation, and design and manage HR systems aligned with this strategy.
4. identify the key issues and challenges faced during management of human resource within the organizations and the understand the implications of the same.
5. determine the impact created by strategic HRM on organizational performance for different organizations.

Unit 1: Strategic Management: An Overview

9 hours

Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model; Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy

Unit 2: Strategy Formulation

9 hours

Environment Forecasting: Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.

Human Capital Management Defined, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement

Unit 3: Strategic Human Resource Processes

9 hours

The Evolving/ Strategic Role of Human Resource Management: Strategic HR versus Traditional HR, Theoretical perspectives of SHRM, Barriers to Strategic HR, Strategic approach to management structure, job design. Reward and development systems; Strategically Oriented Performance Management Systems, Design and Resign of Work Systems: Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions.

Unit 4: New Economic Policy and HRM Strategy

9 hours

Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; Ulrich's HR model: HR value proposition, HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future, Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity

Unit 5: Impact of SHRM on Business Performance

9 hours

The strategic impact of Human Resource Practices, Human Resource Evaluation: Definition and Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations, Evaluating the Effectiveness of SHRM.

Exercises:

The learners are required to:

1. Engage in group discussions on the role of strategic HRM in an organization. Select an organization and interview an HR specialist/manager around his role in HR strategy formulation within the firm.
2. Develop a comprehensive strategic HR plan for a hypothetical organization after undertaking the above exercise and explain how it can contribute directly and indirectly to organizational goals.
3. Analyze specific job roles within a particular organization and break down the tasks and responsibilities associated with each role and evaluate the alignment between the tasks and the overall goals of the organization. Students should propose improvements in job design, such as task redistribution, task automation, or skill development, to enhance efficiency and employee satisfaction.
4. Assess the reality of strategic HRM in India by summarizing the recent developments on the subject through examples of Indian firms. This will help answer- how well do employers and HR managers implement and 'land' HR policies.

5. Consider yourself to be an HR manager for an organization which is a medium-sized manufacturing company operating in the automotive industry. The company had been experiencing declining business performance, including low productivity, high employee turnover, and a lack of innovation. Recognizing the need for improvement, the company's leadership decided to invest in strengthening their human resource management (HRM) practices. The HR department along with top management has identified the following areas which need improvement: Recruitment and Selection, Training and Development, Employee Engagement and Recognition, and Talent Retention. Suggest appropriate strategies as to how they can be improved.

Suggested Readings:

- Agarawala, Tanuja. (2007). Strategic Human Resource Management, Oxford University Press.
- Armstrong, Michael. (2007). Strategic Human Resource Management: Strategy and Action, Kogan Page
- Das, Pulak (2011). Strategic Human Resource management, , Cengage Learning
- Mello Jeffrey A., (2008). Strategic Human Resource Management, Thompson Press Publishing.
- Mahey, C. & Salman, G. (1996). Strategic Human Resource Management, Oxford Blackwell.
- Rajib Lochan Dhar (2010) : Strategic Human resource Management Excel Books New Delhi.
- Srinivas R. Kandula. (2002). Strategic Human Resource Development, Prentice Hall India.
- Storey, J., Wright, P. M., & Ulrich, D. (Eds.). (2009). *The Routledge companion to strategic human resource management* (pp. 299-315). London: Routledge

Notes:

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

B.A. (VS) Human Resource Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.3)
Entrepreneurship Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Entrepreneurship Development (DSE-5.3)	4	3	1	-	Pass in class 12th	Nil

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

Learning Outcomes:

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

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

Unit 1: Introduction

08

Hours

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

Unit 2: Entrepreneurship in India

10

Hours

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

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

Unit 3: Entrepreneurship Ecosystem

9 Hours

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

Unit 4: Sources of business ideas and tests of feasibility **Hours**

10

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

Unit 5: Mobilizing Resources

8 Hours

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

Exercises:

The learners are required to:

1. Identify potential business opportunities. Divide students into small groups and ask each group to come up with an innovative business idea. Encourage them to brainstorm and think creatively while considering the elements and determinants of entrepreneurship. Each group should present their business idea, highlighting the innovative aspects, potential market demand, and the entrepreneurial mindset required for its implementation.
2. Review and discuss case studies given by the instructor on successful entrepreneurs and businesses in India. They will be asked to analyze the entrepreneurial journey, business strategies, challenges faced, and lessons learned from these role models. Further the task is to critically assess the factors contributing to their success and identify key takeaways that can be applied to their own entrepreneurial ventures.

3. Arrange for guest speakers who are successful entrepreneurs or creative individuals to share their experiences with the class. Students can prepare interview questions to explore the meaning, elements, and determinants of entrepreneurship and creative behaviour
4. Create a simulation exercise where students play different roles within an entrepreneurship ecosystem. Some students will be entrepreneurs, others to be investors or mentors, and some to represent support organizations or government agencies. Students can interact and simulate the dynamics of the ecosystem, negotiating deals, seeking funding, and accessing resources. This exercise will provide students with a hands-on experience of the ecosystem's complexities and challenges.
5. Prepare an elevator pitch for their business idea. Students should practice presenting their idea succinctly and persuasively, highlighting the value proposition and the potential impact of their venture
6. Measure and evaluate the effectiveness of strategic human resource practices and their impact on business performance using various approaches to HR evaluation.

Suggested Readings:

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

Notes:

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

PUBLIC POLICY AND GOVERNANCE

DSE 5.4: DISCIPLINE SPECIFIC ELECTIVE COURSE – (DSE-5th Semester)

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

(12 hours)

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.

B.A. (VS) Human Resource Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.5)
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		
Introduction to Financial Management (DSE-5.5)	4	3	1	-	Pass in class 12th	Nil

Learning Objectives:

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

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

1. analyse the conceptual framework of financial management and get an insight into

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

Unit 1: Financial Management: An Overview

3 Hours

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

Unit 2: Capital Budgeting Decision

12 hours

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

Unit 3: Cost of Capital and Financing Decision

15 Hours

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

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

Unit 4: Dividend Decision

6 Hours

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

Unit 5: Working Capital Decision

9 hours

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

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

Exercises:

The learners are required to:

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

Suggested Readings:

- Brealey, R. A., Myers, S. C., Allen F., & Mohanty, P. (2020). *Principles of Corporate Finance*. McGraw Hills Education.
- Khan, M. Y. & Jain, P. K. (2011). *Financial Management: Text, Problems and Cases*. New Delhi: Tata McGraw Hills.
- Kothari, R. (2016). *Financial Management: A Contemporary Approach*. New Delhi: Sage Publications Pvt. Ltd.
- Maheshwari, S. N. (2019). *Elements of Financial Management*. Delhi: Sultan Chand & Sons.
- Maheshwari, S. N. (2019). *Financial Management – Principles & Practice*. Delhi: Sultan Chand & Sons.
- Pandey, I. M. (2022). *Essentials of Financial Management*. Pearson.
- Rustagi, R. P. (2022). *Fundamentals of Financial Management*. New Delhi: Taxmann. New Delhi.
- Sharma, S. K. & Sareen, R. (2019). *Fundamentals of Financial Management*. New Delhi: Sultan Chand & Sons (P) Ltd.
- Singh, J. K. (2016). *Financial Management: Theory and Practice*. New Delhi: Galgotia Publishing House.
- Singh, S. and Kaur, R. (2020). *Basic Financial Management*. New Delhi: SCHOLAR Tech Press.
- Tulsian, P. C. & Tulsian, B. (2017). *Financial Management*. New Delhi: S. Chand.

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.**

GE Pool for BA (VS) Human Resource Management

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

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

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components 15 Hours

Definition and scope of tourism, Historical development and evolution of tourism, Tourism industry sectors and stakeholders, Trends and challenges in the tourism industry, Tourism Systems and Components, The tourism system: demand and supply, Tourist

behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and Practice (7th ed.)*. Pearson.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. Routledge.
- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*.

- Routledge.
- Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
 - Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
 - Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
 - Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

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

GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

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

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.

3. examine the economic impacts of tourism at the local destination. Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism. Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12

Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.
- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

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

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	0	12 th Pass	Nil

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

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

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

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

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

Unit 2: Office Environment

9 hours

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

Unit 3: Office Mechanization

9 hours

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

Unit 4: Office Supplies, Office Forms and Procurement

9 hours

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

Unit 5: Office Correspondence, Records Management and Banking

9 hours

Mails, Office Correspondence, Organizing Correspondence, Production and Drafting of Correspondence, Typing and Stenographic Services, Dictating Letters, Handling and Disposal of Mails, Handling and Supervision of Office Records, Management of office records, Disposal and Retention of Office Records. Banking: UPI, PayTM, Net Banking, Mobile Banking, RTGS/NEFT/IMPS, Demand Drafts and validity of cheques

Exercises:

The learners are required to:

1. visit the administrative office of the College, Government Office or Private Office.
2. observe the Office Building, ventilation and layout of the building.
3. observe the office supplies, stationery used in office systems.
4. observe and experience the type of communication systems, furniture and office machines.
5. interact with the Office Manager and make a list of his duties and responsibilities.

Suggested Readings:

- Bhatia, R.C.(2003). *Office Management*. Galgotia Publishing Company, New Delhi, India
- Chopra, R. K., & Bhatia, A. (2010). *Office Management*. 15th Edition. Himalaya Publishing House, Mumbai, India.
- Geoffrey, M., Standingford, O., & Appleby, R. C. (1991). *Modern Office Management*, NY, USA.

- Mills, G., & Standingford, O. (1949). *Office Organization and Method*. Pitman.
- O'Rourke, J. S. (2019). *Management communication: A case analysis approach*. Chapter 4, Routledge, England, UK.
- Thukaram Rao, M. E. (2009). *Office Organization and Management*. Atlantic Publishers and Distributors, New Delhi, India.
- Ghosh, P. K. (2010) "*Office Management*", Sultan Chand & Sons. New Delhi
- Duggal, Balraj, *Office Management and Commercial Correspondence*, Kitab Mahal, New Delhi
- Pillai R.S.N, Bagavathi, (2008) " *Modern Office Management*", S. Chand Publishing House
- Chhabra, T.N., *Modern Business Organisation*, New Delhi, Dhanpat Rai & Sons.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

GENERAL ELECTIVE COURSE – 5.2 (GE-5.2)
Sustainable Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	0	12th Pass	Nil

Learning Objective: The course aims to provide the learners an understanding of the key challenges and pathways to sustainable development i.e. also socially inclusive and environmentally sustainable.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain key initiatives required to enhance the contribution of an organisation towards Sustainable Development;
2. analyse the significance of various steps taken by UNDP to ensure Sustainable Development;
3. assess the results of Smart Cities Mission Initiative of Government of India;
4. explain the key achievements of National Programmes/Initiatives aligned with SDGs.

Course Contents:

Unit 1: Introduction

9 hours

Sustainable Development: Meaning, Principles, History of Sustainable Development. Components of sustainability, Goal Based Development, Feasibility of Sustainable Development; Sustainable Development and International Contribution: International Summits, Conventions, Agreements. Triple Bottom Line approach. Environmental, social and governance (ESG) factors. Role of ICT in Sustainable Development. Community Engagement. Policy framework on Sustainable Development in India.

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

Sustainable Development Goals (SDGs): Meaning, Background, Transition from Millennium Development Goals (MDGs) to SDGs. Role of UNDP; SDG Integration. SDGs (1-6): No Poverty, Zero Hunger, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation. SDGs (1-6) in India: Key indicators of performance.

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

SDGs (7-17): Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Climate Action, Life Below Water, Life on Land. Peace, Justice and Strong Institutions, Partnerships for the Goals. SDGs (7-17) in India: Key indicators of performance.

Unit 4: Responsible Production and Mindful Consumption

8 hours

Responsible Production and mindful consumption: concept, rationale, implications, challenges and opportunities. Global initiatives on Sustainable Development by Industry: World Business Council for Business Development. BRSR Reporting by SEBI, NITI Aayog report on sustainable development.

Unit 5: Responsible Investment

8 hours

Responsible Investment: concept, rationale, implications, challenges, and opportunities. Socially Responsible Investment: Green Bonds, Carbon Credits. Socially Responsible Mutual Funds. Global Reporting Initiatives.

Exercises: The learners are required to:

1. identify an organisation and suggest key initiatives required to enhance the contribution of that organisation towards Sustainable Development and measure the quantum of improvements that would be achieved by the implementation of such initiatives.
2. visit the website of UNDP and other related internet resources wherein the cases related to action taken for achieving the SDGs are specified and compare it with the organisation chosen in unit 1 above and present report of the benchmarking exercise and the new suggestions/recommendations for taking the organisation to the next level.
3. prepare and present a report on Smart Cities Mission Initiative of Government of India highlighting the strategy, key features of Smart Cities, achievements, and challenges.
4. identify an organisation which is integrating practices (green initiative, dry waste management, recycling, etc.) related to SDGs of responsible Production & Consumption. Prepare and present the report of its strategies highlighting the cumulative impact of its outcome.
5. identify a company dealing with green bonds in India, analyse its business model. Prepare and present a report of its contribution to the environment.

Suggested Readings:

- Edwards, A. R., & Orr, D. W. (2005). *The Sustainability Revolution: Portrait of a ParadigmShift*. British Columbia: New Society Publishers. (Unit I to V)
- Reid, D. (2017). *Sustainable Development: An Introductory Guide*. Taylor & Francis Group.(Unit I to V)
- Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2012). *An Introduction to Sustainable Development*.

- Abingdon; Routledge. (Unit I to V)
- Stokke, O. (2018). *Sustainable Development*. Abingdon; Routledge. (Unit I to V)

Additional Readings:

- <https://niti.gov.in/sdg-india-index>
- https://www.sebi.gov.in/sebi_data/commndocs/may2021/Business%20responsibility%20and%20sustainability%20reporting%20by%20listed%20entitiesAnnexure1_p.PDF

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail structures in existence.

Learning Outcomes: After completion of the course, learners will be able to:

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.

3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions 12 Hours

Planning- concept and meaning, Decision-making, Organisational structures- traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication- meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.
2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their

decision-making processes, and analyze the effectiveness of their management strategies.

3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their choice, such as fashion retail, electronics retail, or grocery retail. They can present their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- ☐ Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- ☐ Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- ☐ Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- ☐ Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publg. Co. Ltd., New Delhi.
- ☐ Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- ☐ Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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.**
-

BASICS OF RETAIL MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	0	Pass in Class 12 th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

Learning Outcomes: After completion of the course, learners will be able to:

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. categorise different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit 1 Basics of retail management

12 hours

Concept, objective and functions of Retail Environment; Types of Retailing Formats- advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment

9 hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution:

12 hours

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.
4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*, Cengagelearning, Andover, UK
- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford

University Press.

- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.

GE Pool for Students other than that of BA (VS) Materials Management
Semester V

B.A. (VS) MATERIALS MANAGEMENT GE 5.1:

Introduction to Materials 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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

Learning Outcomes: After completion of the course, Students will be able to

- discuss the conceptual framework of material management and can manage the material management process.
- explain both internal and external of material management, material management activities, functions and organizational structure;
- explain production processes, machines and tools used in industries.

- analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages

9 hours

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting

9 hours

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries, Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing

9 hours

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining, Vendor relations, Purchasing Methods.

Unit 4: Inventory

9 hours

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method), Input and output of MRP system.

Unit 5: Materials handling and storage systems

9 hours

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages

with other functional areas of management. Prepare a explanatory note to be presented to Director operations.

2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.
4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.
- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.
- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision.

Chapman Hall.

- Shah, N. M. (2000). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

- Suggested readings shall be updated and uploaded on the college website from time to time.
- Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) MATERIALS MANAGEMENTGE 5.2:

Basics of Purchase Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management**12 hours**

Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12 Hours

Sources of supply: vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting**12 Hours**

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase**9 hours**

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating systems help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the

advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.

4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailky, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.
- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

- **Suggested readings shall be updated and uploaded on the college website from time to time.**
- **Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

**GE Pool for Students other than that of BA (VS) Small & Medium Enterprise
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		
Launching a New Venture (GE-5.1)	4	3	1	0	12th Pass	Nil

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	0	12 th 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:

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.**

List of GEs offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

Learning Outcomes: After completion of the course, learners will be able to:

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Unit 1: Risk and Uncertainty -11 Hours

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects: 12 Hours

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk :12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview : 10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	-	Pass in class 12 th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

Exercises:

The learners are required to:

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of

- insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
 4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) *Risk Management & Insurance* Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) *Fundamentals of Risk Management and Insurance*.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage
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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.
4. The student will also come to know about intangible cultural heritage like language and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects : (i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut-Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen's Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa's Abhigyanashakuntalam, Prakrit: Gatha Satasai, Indo-Persian Literature: Amir Khusro's works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., The Wonder that was India. Volume I, New Delhi.
- Gupta S. P., Elements of Indian Art, DK Print World, 2007
- Brown Percy, Indian Architecture, Buddhist Hindu and Islamic, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): Perceptions of India's Visual Past, AIIS, Delhi, 1994. • Asher Catherine, Architecture of Mughal India.
- Vatasayana Kapila; Indian Classical Dance, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. The History and Culture of the Indian People, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, Studies in Indian Temple Architecture; Chapter 1. AIIS, 1975.
- Deva, B.C., An introduction to Indian Music, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Tillotson G, Havelis of Rajasthan.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.
- Venkatasubramanian, T.K. Music as History in Tamil Nadu, Primus Books, Delhi, 2010.

Notes:

1. Suggested Readings will be updated and uploaded on college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

List of GE's offered by Department of Political Science (CVS) for All Vocational Courses
Semester V

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Polity and Governance in India	4	3	1	0	Pass in Class XII	NIL	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

1. To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s. To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to help undergraduates to analyse the impact of globalisation process on economy, polity,

society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.
- b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

- a) Institutional Functioning: Prime Minister, Parliament and Judiciary.
- b) Power Structure in India: caste, class and patriarchy,
- c) Religion and Politics: debates on secularism and majoritarianism,
- d) Parties and party system in India

Unit -4 (15 hours)

The Developmental Trajectory

- a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.
- b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)

Globalisation

- a) Role of state in the era of Globalisation
- b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings

Reading Indian State

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14
Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.
Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165
Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.
R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.
S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].
Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137
Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford University Press.

Subhash Kashyap (2017), *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, New Delhi: National Book Trust.

V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) *Politics and Ethics of the Indian Constitution*, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

Fadia, B.L(2002): *Indi and government and Politics*, Sahitya Bhawan Publication, Agra,68-135

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin,599-630

Narang, A.S(2015): *India Political System, Process and Development*, New Delhi, Gitanjali publication,111—180,309-446

Chandhoke, Neera (2019): *Pluralism, Secularism, and Tolerance: Anxieties of Coexistence*, New Delhi, Sage

Jayal, N. G& Mehta, P.B(2010): *The oxford Companion to Politics in India*, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): *Politics and State in India*, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) *Indian Government and Politics* New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press, 90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin.,442-598

Rao, M.S (2008): *Social Movements in India*, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): *Social movements in India*, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) *The Governance Discourse*. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), *Good Governance, Democratic Societies and Globalisation*, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) *Oxford Companion to Indian Politics*. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): *Governing Globalization: Issues and Institutions*, Oxford University Press, New Delhi.

**GE Pool for Students other than that of BA (VS) Human Resource
Management**

**Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)
Stress 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		
Stress Management (GE-5.1)	4	3	1	0	Pass in class 12 th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

Learning Outcomes: After completion of the course, learners will be able to:

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour as a consequence to stress.
4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress 7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress 10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress 10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention :9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress :9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.
4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.
- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication

- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) Human Resource Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)
Team Building and Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	0	Pass in class 12 th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

After completion of the course, learners will be able to:

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.
3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams -8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team,
Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team,
Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building : 8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model,
Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams – Employee First Customer Second.

Unit 5: Evaluation of Team Performance 8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to achieve desired goals of organisation. Also identify various training needs of your team in the process.
3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
4. Create a Team Charter of your team and provide it to your team member's. students should collaborate with fellow classmates forming small groups to complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project.

They should consider aspects such as communication, decision-making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior

5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2), 111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
 - 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**
-

Human Resource Management

Semester-VI

<u>DSC</u>	International Human Resource Management
	Digital Economy
	Diversity Management
<u>DSE</u>	Creativity and Innovation in HRM
	Emotional Intelligence in the Workplace
	Ethics and Corporate Governance
	Basic Development Economics
	Financial Statement Analysis
	Financial Accounting
<u>GE Pool For BA(VS) Human Resource Management Students</u>	
1.	Emerging Trends in Tourism
2.	Institutional Tourism Management
3.	Office Operations
4.	Communication in Management
5.	Basics of Advertising
6.	Consumer Behaviour and Decision Making
7.	Introduction to Warehouse Management
8.	Introduction to Supply Chain Management
9.	MSMEs Policy Initiatives and Institutional Framework
10.	Accounting for Entrepreneurship
11.	Basics of Life Insurance
12.	Basics of non-Life Insurance
13.	Cultural Diversity: Visual Arts, Popular Culture and Institutional Practices
14.	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Human Resource Management</u>	
1	People Management
2	Learning and Development

B.A. (VS) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.1)
International Human Resource 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		
International Human Resource Management (DSC-6.1)	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The course aims to provide learners with an understanding of the key concepts and practices in International Human Resource Management (IHRM). It explores the unique challenges and dynamics of managing human resources in a global context, covering topics such as the international environment, HRM practices, behavioral dynamics, and HRM relations in an international setting.

Learning Objectives:

After completion of the course, learners will be able to:

1. develop a clear understanding of the concept and scope of International Human Resource Management (IHRM) and its significance in a global business environment.
2. gain a comprehensive understanding of the challenges and complexities involved in managing a global workforce.
3. appraise and analyze the impact of culture and cultural diversity on HRM practices in international settings and develop cross-cultural competencies.
4. identify and address ethical issues in international business, develop ethical frameworks for decision-making, and promote ethical behavior in a global workforce.
5. develop effective practices for staffing international assignments, including the selection, preparation, and management of expatriates.

Unit 1: The Environment of International Human Resource Management 9 Hours

International HRM - An Overview: Introduction to the field of IHRM, its scope, and relevance in the global business environment. The Organizational Context of International HRM: Examining the influence of organizational factors on IHRM practices, including structure, strategy, and global workforce planning. Culture and Cultural Diversity: Understanding the impact of culture on HRM practices, managing cultural diversity, and developing cross-cultural competencies.

Unit 2: HRM Practices in International Context

9 Hours

Staffing for International Assignments: Selecting, preparing, and managing employees for international assignments, including expatriate management and repatriation. Training and Development in International Context: Designing and implementing training programs for global employees, addressing cultural and language barriers, and promoting international knowledge transfer.

Unit 3: International Performance Management Systems

9 Hours

Developing performance management systems in a global setting, setting performance standards, and addressing performance appraisal challenges. International Compensation Management: Managing compensation and benefits in a global context, including expatriate compensation, global pay systems, and managing international employee benefits.

Unit 4: Behavioral Dynamics of IHRM

9 Hours

Cross-Cultural Communication and Negotiation: Understanding the impact of cultural differences on communication and negotiation processes, developing inter-cultural communication skills, and managing cross-cultural conflicts. Leadership and Motivation in a Global Context: Exploring leadership styles in different cultures, motivating and managing a diverse global workforce, and fostering cross-cultural collaboration. Global Ethical Environment: Examining ethical issues in international business, developing ethical frameworks for decision-making, and promoting ethical behavior in a global workforce.

Unit 5: HRM Relations, Issues, and Challenges

9 Hours

International Employee Relations: Managing employee relations in an international context, addressing cultural differences, labour regulations, and resolving global labour disputes. Mergers and Acquisitions - HR Perspective: Understanding the HR implications of mergers and acquisitions, managing cultural integration, organizational restructuring, and change management in a global context. IHRM Trends and Future Challenges: Exploring emerging trends and challenges in IHRM, such as globalization, technology, and sustainability, and their impact on HRM practices in the future.

Exercises:

The learners are required to:

1. Analyze a real-life case study for conducting an assessment of an organization's international HRM practices. They should evaluate the alignment between the organization's HR policies, strategies, and organizational factors with the demands of managing a global workforce.
2. Design and deliver a training program for expatriates, considering cultural nuances, language barriers, and global leadership development.
3. Participate in a simulation exercise where they are tasked with staffing a multinational company with operations in different countries. Students should consider factors such as local labor laws, talent availability, cultural fit, and diversity. They can develop staffing strategies, create job descriptions, conduct interviews (simulated or role-play), and make

hiring decisions. This exercise will help students understand the complexities of international staffing and the importance of considering local contexts.

4. Conduct interviews with HR professionals or managers with experience in global performance management. Students can prepare questions to understand real-world examples of setting performance standards, overcoming challenges, and effectively appraising performance in a global setting.
5. Participate in a cross-cultural negotiation simulation by forming two groups. Students should engage in negotiations, addressing issues such as collective bargaining, working conditions, and labor laws. This exercise will help students understand the complexities of labor relations in an international context and develop their negotiation and conflict resolution skills demonstrating effective communication and negotiation strategies in an international context.
6. Research and present on a global ethical issue, examining its impact on HRM practices, and the challenges it poses to HR managers. For this, students may collect information on international HR policies pertaining to different organizations or countries. They can analyze the policies, identifying similarities, differences, and best practices. Students should critically evaluate the policies based on legal compliance, cultural sensitivity, and effectiveness in managing a global workforce. They can propose improvements or modifications to the policies based on their analysis.

Suggested Readings:

- Dowling, P. J., Festing, M., & Engle, A. D. (2020). *International Human Resource Management* (7th ed.). Cengage Learning.
- Brewster, C., Sparrow, P., & Vernon, G. (2016). *International Human Resource Management* (4th ed.). Kogan Page.
- Edwards, T., & Rees, C. (2018). *International Human Resource Management: Globalization, National Systems and Multinational Companies* (4th ed.). Pearson.
- Mendenhall, M., Oddou, G., & Stahl, G. (2018). *Readings and Cases in International Human Resource Management* (6th ed.). Routledge.
- Scullion, H., & Collings, D. G. (Eds.). (2018). *Global Talent Management* (2nd ed.). Routledge.
- Tarique, I., & Schuler, R. (Eds.). (2016). *International Human Resource Management: Policies and Practices for Multinational Enterprises* (5th ed.). Routledge.
- Taylor, S., Beechler, S., & Napier, N. (2016). *International Human Resource Management* (4th ed.). Cambridge University Press.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

B.A. (VS) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.2)

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Digital Economy (DSC 6.2)	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 coopetition;
 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* (2nd 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:

- 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) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.3)
Diversity 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		
Diversity Management (DSC-6.3)	4	3	1	-	Pass in class 12th	Nil

Learning Objective: The course aims to provide up-to-date knowledge about the new realities of the workforce and understanding of impact of diversity on various human resource

functions and dynamics of team diversity, ability to critically examine organisational culture and its various aspects so as to get a better understanding of individual differences in the organisation and knowledge of various strategies through which diversity can be managed so as to increase the effectiveness of the organisations.

Learning Outcomes:

After completion of the course, learners will be able to:

1. acquire the knowledge and abilities necessary to effectively manage diversity in the workplace.
2. analyse and interpret the individual differences at the workplace and their impact on critical HR decisions.
3. describe the various dimensions of diversity and how these differences impact the interpersonal relationships of the individuals.
4. review the different approaches and strategies to manage workplace diversity and use tools of diversity management.
5. identify the different trends and practices adopted by organisations in India to manage their diverse workforce.

Unit 1: Diversity- An Overview
hours

8

Diversity-concept & meaning, Types & Dimensions of Diversity, concept & significance of Diversity management, Drivers for diversity management, Diversity issues & challenges.

Unit 2: Workplace Diversity

10 hours

Meaning & significance, Diversity & inclusion at workplace, Impact of Workforce diversity on HR functions, Workforce Diversity – Key to organisational Performance, Role of Diversity as a Determinant of Sustainable Competitive Advantage, Diversity in

interpersonal relationships and cross-cultural communication, Team Diversity.

Unit 3: Cultural Diversity

9 hours

Organisational Culture: meaning & significance, values and ethics of global work culture- task related, individual & interpersonal values, Diversity in Organisational Culture, Culture as a multi-level dynamic construct, Complexity & challenges in global Organisations.

Unit 4: Managing Workplace Diversity

10 hours

Diversity Management, Approaches to Diversity management- Colour-blind approach, multicultural approach, All- inclusive multiculturalism, organisational Strategies for Managing Workplace Diversity – Workplace Inclusion, Strategies through Corporate Leadership, Diversity Training and Mentoring, Employee Resource Groups, corporate social responsibility & initiatives Flexible work programs.

Unit 5: Recent Trends and Developments **hours**

8

Diversity & multiculturalism Global Workplace Diversity management, Recent trends of workplace diversity: Role of Technology in managing diversity, Diversity and innovation. Ethical & Legal issues in managing diversity.

Exercises:

The learners are required to:

1. Work in groups in class to identify the diverse composition of workforce in organisations situated in India with special reference to those where the ratio of workforce is unequally distributed among men and women.
2. Create a diversity climate survey to assess the perceptions and experiences of employees regarding diversity and inclusion in the workplace. They can design the survey questions, distribute it to a sample population (such as fellow students or employees), and analyze the results. Students should interpret the findings and propose recommendations for improving the diversity climate based on the survey results.
3. Analyse the cultures of public and private organizations, domestic and global organizations and discuss cultural diversity aspects. Also discuss the complexity & challenges of global organizations
4. Conduct a simulation exercise where students take on the role of recruiters in a diverse organization. The instructor can provide them with a pool of diverse candidate profiles and assign them different job positions. Review the profiles, conduct interviews (simulated or role-play), and make hiring decisions based on merit and diversity considerations. This exercise will help understand the various approaches, strategies and challenges involved in diversity management.
5. Organize a panel discussion with guest speakers who have expertise in diversity and inclusion. Thereafter, examine and discuss the recent trends, key issues, inclusive strategies adopted by Indian organisations to manage their diverse workforce

Suggested Readings:

- De Anca, C., & Vega, A. V. (2016). Managing diversity in the global organisation: Creating new Business values. Springer.
- Kirton, G., & Greene, A. M. (2021). The Dynamics of Managing Diversity and Inclusion: A Critical Approach. Routledge.
- Klarsfeld, A., Booysen, L. A., Ng, E., Tatli, A., & Roper, I. (2014). International handbook on diversity management at work: country perspectives on diversity and equal treatment. Edward Elgar Publishing.
- Konrad, A. M., Prasad, P., & Pringle, J. (Eds.). (2005). Handbook of workplace diversity. Sage.
- Machado, C., & Davim, J. P. (2017). Managing organisational Diversity. Springer International Publishing.
- Moss, G. (2012). Lessons on profiting from diversity. In Lessons on profiting from diversity (pp. 1-18). Palgrave Macmillan, London.
- Nkomo, S. M. (1997). Managing diversity: Human resource strategies for transforming the workplace.
- Schwabenland, C. (2012). Metaphor and dialectic in managing diversity. Palgrave Macmillan.
- Triana, M. (2017). Managing diversity in organisations: A global perspective. Routledge.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

B.A. (VS) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.1)
Creativity And Innovation In HRM

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		
Creativity and Innovation in HRM DSE-6.1	4	3	1	-	12th Pass	Nil

Learning Objective: The course aims to enable learners to explore approaches used by managers and organisations for creating and sustaining high levels of innovation.

Learning Outcomes:

After completion of the course, the learners will be able to:

1. demonstrate understanding and analyse the creativity concept, its nature, process and assess related concepts like thinking, innovation, etc.
2. identify the sources of innovative business ideas, understand the idea generation process and the various stages involved in it,
3. generate Innovative idea for business and defend/ justify the same.
4. interpret the Business Competence achieved by various organisations by using the Innovative Business Model.
5. describe the significance of Innovative Leadership and articulate understanding
6. articulate understanding of various types of intellectual property rights, the legal implications attached to each, their significance and applications for a business perspective.

Unit 1: Introduction
hours

9

Meaning & Concept of Creativity; Creativity Process; Nature & Characteristics of Creativity and Creative Persons; Factors affecting Creativity; Recognizing and Avoiding Mental Blocks; Thinking Preferences; Risk Taking; Creativity Styles; Creative Thinking Tools; Innovation vs Creativity; Types of Innovations: Incremental & Radical.

Unit 2: Idea Generation & Creativity in Problem Solving

9 hours

Ideation; Pattern Breaking Strategies; Mind stimulation: games, brain-twisters and puzzles; Idea-collection processes: Brainstorming/Brain-writing, SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts; Eight-Dimensional (8D) Approach to Ideation; Systematic Inventive Thinking: TRIZ methodology.

Unit 3: Innovation Management hours

9

Invention and Discovery- Process and Typology; Methods and Techniques; Arenas of Innovative Competence; Categories of Innovation: Product, Process, and Service Finance (Venture Capital, Angel Investors), Offerings, Delivery. Evaluation of Effectiveness of Innovation.

Unit 4: Setting the Right Ecosystem for Innovation

9 hours

The Essence of Right Ecosystem; Dimensions of the Ecosystem for Innovation; Intrinsic Motivation & Extrinsic Motivation; Leadership Styles fostering Innovation; Organisational Alignment; Creating Self-Sustaining Culture of Innovation; Organisational Enrichment.

Unit 5: Intellectual Property

9 hours

Introduction to intellectual property: Patents (novel, useful, and not obvious), Copyrights, Trademarks; Transforming Innovations into Proprietary Assets: significance and steps; Strategizing Intellectual Property; Issues of IP Enforcement, Piracy, Counterfeiting, Copyright violation, etc. IPR and New Product Development. Government Policies and Issues on National and International IP Legislations and Treaties.

Exercises:

The learners are required to:

1. identify a creative person to comprehend, study, analyse, and present a report highlighting the contribution of his/her creative work.
2. generate a creative idea for business and present the same in the class for critical evaluation by other learners regarding its uniqueness and feasibility
3. analyse the creative thoughts of renowned personalities in the past and its contribution towards the success and shortcomings of business model.
4. identify an Innovative Business Model (like Amazon, Redubs, Flipkart, Ola, Uber, Big Basket, Zomato, Swiggy, etc.) used by an organisation recently and present a report on Business Competence achieved by it.
5. review and analyze the case study on Innovative Leader or innovation (for example: Steve Jobs who launched Apple's iPod & iPhone or any other) for which a patent or copyright has been filed and present a report on the key learnings.
6. select an aspect (in the field of their interest) on which patent has been granted already and think of an innovative idea so that it makes a case for filing a new patent application.

Suggested Readings:

- De Leede, J., & Looise, J. K. (2005). Innovation and HRM: Towards an integrated framework. *Creativity and innovation management*, 14(2), 108-117.
- Harvard Business Essentials. (2003). *Managing Creativity and Innovation*. Boston: Harvard Business School Publishing.
- Loewenberger, P. (2016). Human resource development, creativity and innovation. In *Human resource management, innovation and performance* (pp.48-65). London: Palgrave Macmillan UK.
- Prather, C. (2010). *The Manager's Guide to Fostering Innovation and Creativity in Teams*. New York: McGraw-Hill Education.
- West, M., & Sacramento, C. (Eds.) (2006). *Flourishing in teams: Developing creativity and innovation*. SAGE Publications Ltd.
<https://doi.org/10.4135/9781446213704>

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

B.A. (VS) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.2)
Emotional Intelligence in The Workplace

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Emotional Intelligence in the Workplace DSE-6.2	4	3	1	-	12th Pass	Nil

Learning Objective: The course aims to create a positive mindset of the future leaders (students) in order to make them ready to face any challenges that the world might throw at them. Further, the course will also help the students to become emotionally intelligent human beings.

Learning Outcomes:

After completion of the course, learners will be able to:

1. describe the meaning and need of emotional intelligence.
2. manage their emotions and understand others.
3. interpret the emotions of self and others to maintain healthy relations with others.
4. apply the strategies to improve their emotional intelligence.
5. understand and apply the components of emotional intelligence.

Unit 1: Introduction:

10 hours

The Nature, characteristics of Emotions and types/ kinds of emotions, mood, and feelings, factors affecting emotions, difference between thoughts, emotions, and actions, meaning and components of emotional intelligence, Evolution from IQ to EQ.

Unit 2: Self Awareness & Self-Management:

10 hours

Meaning of self-awareness, role of consciousness in self-awareness, self-motivation. knowing your strengths and weaknesses meaning of self-management, appreciative inquiry, time management, self-control and assertiveness

Unit 3: Social Awareness & Relationship Management:
hours

8

Elements of social skills such as empathy, social connect, body language, listening actively, law of energy & positive vibrations, gratitude, celebrate life- spending quality

time with family, friends and colleagues in order to build trust and team spirit

Unit 4: Techniques and strategies to improve emotional intelligence: 9 hours

Show you care, keep your word, law of patience, role of emotional intelligence in success and happiness, strategies to improve emotional intelligence.

Unit 5: Application of Emotional Intelligence: 8 hours

At work and personal life with the help of case studies and role plays, emotional intelligence and mental wellbeing of human beings, and the role of emotional intelligence in conflict management.

Exercises:

The learners are required to:

1. Select a standardised scale/ questionnaire after due permission from the author to be administered in practical in order to know the emotional quotient of the students.
2. prepare a daily reflection journal will be maintained by each student in order to understand his/ her feelings and the causes behind those feelings. This activity will make learners aware about what they feel, how they feel and why do they feel the way they do.
3. Let us Acknowledge Exercise: It is a must to appreciate and acknowledge the work of people around you. Build a culture in your class where every small and big positive act of students is appreciated and acknowledged by using the words —let us acknowledge followed by a big round of applause. Every learner can share his one biggest achievement till date and all can acknowledge it. This helps learners to understand how to apply emotional intelligence in real life.
4. Count your blessings: Everyone should write down all the good things he/ she has in his/ her life, it can be anything like a roof over your head, a smartphone, loving parents. Now exchange your list with your partner and read his/ her list.
5. Gratitude Notes: Make gratitude notes for all those people whom you wish to thank. Writ what you feel for them and how grateful you are to them. This will help in building healthy relationships.

Suggested Readings:

- Ciarrochi, J., Mayer, J.D. (2007). Applying Emotional Intelligence: A practitioner's guide. Psychology Press.
- Goleman, D. (2005). Emotional Intelligence. New York: Bantam Book.
- Goleman, D. (2020). Emotional intelligence: Why it can matter more than IQ. Bloomsbury Publishing.
- Mangal, S.K., Mangal, S. (2015). Emotional intelligence: Managing emotions to win in life. PHI Learning Private Limited.
- Payne, R., & Cooper, C. L. (2001). Emotions at work: Theory, research, and applications in management. Wiley.

- Robbins, S. P., Judge, T. A., & Vohra , N. (2018). organisational Behaviour (18 ed.). Pearson..
- Mastering Emotional Intelligence: Making Emotions Work “For” you and not “Against” you.
- Singh, D. (2015). Emotional intelligence at work. New Delhi: Response Books.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.3)
Ethics And Corporate Governance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Ethics and Corporate Governance (DSE-6.3)	4	3	1	-	12th Pass	Nil

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:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

**B.A. (VS) Human Resource Management
Semester VI**

DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.4)

DSE 6.4 Basic Development Economics

Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
		Lecture	Tutorial	Practical/ Practice		
Basic Development Economics (DSE 6.4)	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.

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) Human Resource Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.5)
Financial Statement Analysis

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Financial Statement Analysis DSE 6.5	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize students with the information contained in corporate annual reports. The course will equip students to understand and evaluate financial statements from the perspectives of different stakeholders.

Learning Outcomes: After completion of the course, learners will be able to:

1. identify financial information located in different financial statements which are a part of any corporate annual report.
2. compare the financial changes in any listed Indian company through the vertical or horizontal analysis.
3. appraise the financial performance of any listed Indian company through a financial ratio analysis.
4. judge the effectiveness of cash management of any listed Indian company.

Unit 1: Introduction

16 Hours

Financial statements, uses & limitations, users of accounting information, brief introduction to Indian accounting standards, a brief introduction to the financial information contained in the statement of profit & loss, balance sheet, cash flow statement, board of directors' report, and disclosure of significant accounting policies in the corporate annual reports of listed companies. Financial statements format as per Companies Act, 2013, Content of annual reports, Quality of financial reporting, Reporting regulation in India.

Unit 2: Techniques of financial statements analysis

10 Hours

Comparative and common-size statements: horizontal and vertical analysis, and trend analysis, study from the Annual reports of a few listed Indian companies. Report preparation of financial statement analysis, Types of business combinations, consolidated financial statements, Consolidated financial, statements, Consolidated financial statements. Window dressing, Window dressing, Recent scandals in financial reporting, Recent scandals in financial reporting.

Unit 3: Ratio Analysis

9 Hours

Analysis of liquidity, solvency, profitability, activity and market ratios; Du Pont analysis, ratio analysis from the Annual reports of a few listed Indian companies.

Unit 4: Cash Flow Analysis

10 Hours

Importance and objectives, structure of Cash flow statement (Financing, investing and operating activities), Preparation of Cash Flow statement as per prevailing accounting standard, Cash flow analysis from the Annual reports of a few listed Indian companies.

Exercises:

The learners are required to:

1. download soft copies of corporate annual reports of any listed Indian company & identify relevant financial information
2. differentiate at least two listed Indian companies after preparing their comparative & common size financial statements for three years.
3. appraise the operating efficiency, solvency, profitability and liquidity position of any listed Indian company on the basis of the ratio analysis from its financial statements.
4. appraise the cash management of any listed Indian company using the cash flow statements stated in the corporate annual report.

Suggested Readings:

- Bhattacharyya, Asish K. (2019) Corporate Financial Reporting and Analysis, Second Edition: PHI Learning Pvt. Ltd.
- Dhamija. S. (2020). *Financial Reporting and Analysis*. Sultan Chand. New Delhi.
- Friedson, M. S., & Alvarez, F. (2022). *Financial Statement Analysis: A practioners' Guide*. New Jersey: Wiley.
- Lal, J., & Gauba, S. (2018). *Financial Reporting and Analysis*. Delhi: Himalaya Publishing House.
- Rao, P.M., *Financial Statement Analysis and Reporting*. (2021): PHI Learning Pvt. Ltd.
- Subramanyam, K. R.(2020). *Financial Statement Analysis*. McGraw Hill.
- S. Agnihotri, (2021). *Financial Statement Analysis and Reporting*. A.K. Publications, New Delhi.
- Tulsian, P. C., Tulsian, B., & Tulsian, T. (2022). *Analysis of Financial Statements*. New Delhi/NCR: T com Prints.
- Young S. D, Cohen, J. , Bens, A. D.,(2018) *Corporate Financial Reporting and Analysis: A Global Perspective*, 4th Edition. Wiley.

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.

DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.6)

Financial 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		
Financial accounting (DSE-6.6)	4	3	1	0	Pass in class 12 th	Nil

Learning Objective: The course aims to help learners to acquire conceptual knowledge of financial accounting, to impart skills for recording various kinds of business transactions and to prepare financial statements.

Learning Outcomes:

1. apply the generally accepted accounting principles while recording transactions and preparing financial statements.
2. demonstrate the accounting process under a computerized accounting system.
3. measure business income applying relevant accounting standards.
4. evaluate the impact of depreciation and inventories on Business Income.
5. prepare the Financial Statements of sole proprietor firms and Not-For-Profit Organisations.
6. prepare the accounts for Inland Branches, Departments and Leases.

Unit 1: Theoretical Framework and Accounting Process:

6 hours

(A) Theoretical Framework

- (i) Accounting as an information system, the users of financial accounting information and their needs. An overview of Artificial Intelligence and Data Analytics in Accounting.
- (ii) Qualitative characteristics of accounting information. Functions, advantages and limitations of accounting. Branches of accounting. Basis of accounting: cash basis and accrual basis. Capital and revenue expenditures and receipts. Events occurring after the balance sheet date, Extraordinary Items, Prior Period Items, Accounting Estimate. Accounting Policies, Fair Value, Meaning, Recognition and Disclosure Requirements of Provision, Contingent Liability and Contingent Asset.
- (iii) Financial Accounting Principles: Meaning and need; Generally Accepted Accounting Principles (GAAP): Entity, Money Measurement, Going Concern, Cost, Revenue Recognition, Realization, Fundamental Accounting Assumptions, Accruals, Periodicity,

Full Disclosure, Consistency, Materiality, and Prudence (Conservatism). Fundamental Accounting Assumptions as per AS 1

- (iv) Accounting Standards: Concept, benefits, and Process of formulation of Accounting Standards including Ind AS (IFRS converged standards) and IFRSs; convergence vs adoption; Application of accounting standards (AS and Ind AS) on various entities in India. International Financial Accounting Standards (IFRS) –meaning, need, and scope.
- (B) Accounting Process From the recording of a business transaction to the preparation of trial balance including adjusting, transfer and closing entries. Application of Generally Accepted Accounting Principles in recording financial transactions and preparing financial statements and accounting treatment of GST.

Unit 2: Business Income, Accounting for Property, Plant and Equipment, and Valuation of Inventory: 6 hours

- (a) Business income: Concept of Revenue and Business Income, Measurement of business income; relevance of accounting period, continuity doctrine and matching concept in the measurement of business income; Objectives of measurement of Business income.
- (b) Revenue recognition with reference to AS 9.
- (c) Accounting for Property, Plant, and Equipment with reference to AS 10. Impact of Depreciation on measurement of business income. Accounting for Intangible Assets with reference to AS 26.
- (d) Valuation of Inventory with reference to AS 2. Impact of inventory valuation on measurement of business income by using FIFO, LIFO, and Weighted Average Method.

Unit 3: Financial Statements of Sole Proprietorship and Not-for-Profit Organisations: 6 hours

Preparation of Financial Statements of Sole Proprietorship and Not-for-Profit Organisations

Unit 4: Accounting for Inland Branches, Departments and Leases: 6 hours

- (a) Accounting for Inland Branches: Concept of Dependent branches; Branch Accounting as per- Debtors System, Stock and Debtors' System
- (b) Accounting for Departments (excluding Mark-up Account)
- (c) Accounting for Leases with reference to AS 19

Unit 5: Computerized Accounting Systems: 6 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 including GST; 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.

Notes: (1) The relevant Accounting Standards (both AS and Ind AS) for all of the above topics should be covered. (2) Any revision of the relevant Indian Accounting Standard/Accounting Standard would become applicable.

Exercises:

The learners are required to:

1. download 'Framework for the Preparation and Presentation of Financial Statements' from the websites of the Institute of Chartered Accountants of India (ICAI) to analyse the qualitative characteristics of accounting information provided therein
2. collect and examine the balance sheets of business Organisations to study how these are prepared.
3. examine the accounting policies and revenue recognition policies by collecting necessary data from small business firms.
4. prepare Trading and Profit & Loss Account and Balance Sheet collecting necessary data from small business firms.
5. prepare financial statements manually and using appropriate software.
6. prepare accounts of Inland Branches.
6. collect data from your college and prepare a Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

Suggested Readings:

- Kumar, A. (2018). "Financial Accounting" Singhal Publication.
- Lal, J., Srivastava, S. & Abrol. Shivani. (2022). "Financial Accounting Text & Problems" Himalaya Publishing House, Mumbai.
- Lt Bhupinder "Financial Accounting – Concepts and Applications" Cengage.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). "Financial Accounting" Vikas Publishing House Pvt. Ltd., New Delhi.
- Monga, J. R. & Bahadur, R. (2022). "Financial Accounting: Concepts and Applications" Scholar Tech Press, New Delhi.
- Sah, R.K. (2019) "Concept Building Approach to Financial Accounting" Cengage Learning India Pvt. Ltd.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C. (2022) "Advanced Accounts. Vol.-I." Sultan Chand Publishing, New Delhi.

Notes:

2. Suggested readings shall be updated and uploaded on the college website from time to time.

3. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

COMMON POOL OF GENERIC ELECTIVE COURSE (GE)
FOR
BA(VS) AT COLLEGE OF VOCATIONAL STUDIES (CVS)
SEMESTER-VI

(Students can choose any GE courses other than the GE offered by their parent department)

GE Pool for Students of BA (VS) Human Resource Management

Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	0	Pass in Class 12th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK.
- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

1. **Suggested Readings will be updated and uploaded on college website from time to time.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12 th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

After completing this course, the learners would be able to:

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10

Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities

15

Hours

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette

12

Hours

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation:*

- Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.
 - Inskeep, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.
 - Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: CengageLearning.
 - Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
 - Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
 - Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

1. Suggested Readings will be updated and uploaded on college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)
Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

Objective: The course aims to acquaint students with the operations of office including front office, middle office and back office.

Learning Outcomes: After completion of the course, learners will be able to:

1. demonstrate the fundamentals of office operations.
2. analyse the day to day workings of office.
3. interpret front office and back office tasks.
4. examine the role of secretary in offices.
5. summarize various office operations.

Unit 1: Fundamentals of front office operations: 9 hours

Structure of Front Office Department: Functional Organization of Front office, Front Desk Layout and Equipment; Front office operations in the context of Hospitality: Accommodation facilities, Handle Reservation activities, dealing with Guests and Colleagues, Personal Care and Safety.

Unit 2: Front Office Management: 9 hours

Front Office Procedures and Systems, Planning and evaluating operations, Accounting and Auditing, Customer service techniques for front office employees, Supervision and Management in the front office.

Unit 3: Middle Office Operations: 9 hours

Managerial functions: Planning, Organising, Directing, Motivation, Controlling and Supervision of different activities, Office Manager as an Administrator, Advisor and Public Relations officer.

Unit 4: Back Office Operations: 9 hours

Supervision and Administration: Human resources, accounting and revenue-generation role. Filing, Indexing and record management operations, office recruitments and promotion procedures. Gathering and processing. Mail data offline /online to assist the front office team.

Unit 5: Role of Executive Secretary in Office Operation 9 hours

Secretary in front office – mainly client facing roles, attending phone calls, maintenance of appointment diary. Taking dictation, drafting of letters, fax messages, sending and receiving emails, notice of the meeting, proceedings of agenda and minutes of the meeting Use of Modern technology and Office Communication, mail, voice mail, multi-media, video conferencing, virtual meetings.

Practical Exercises:

The learners are required to:

1. Strengthen their knowledge of the latest office operations.
2. Learn equipment used but also adopt special methods to be used.
3. Learn how to run an office in a congenial environment.

4. Demonstration of equipment to be used in the office.
5. Learn the various office operations being adopted.

Suggested Readings:

- Andrews, S.,(1982). *Front Office Manual*.Tata McGraw Hill (India).
- Bardi, J. (2012). *Hotel Front Office Management*.Willy and Sons.
- Bhatia, R.C. (2003). *Office Management*. Galgotia Publishers, New Delhi.
- Chopra R.K., (2015). *Office Organization and Management*. Himalaya Publishing House. NewDelhi.
- Duggal, B. (2015). *Office Management & Commercial Correspondence*. Kitab Mahal, (India).
- Ghosh, P.K. *Office Management*, Sultan Chand & Sons, New Delhi.
- Kasavana & Brooks,(2017). *Managing Front office Operations*.
- Pillai, R.S.N and Bagavathi, (2013). *Office Management*. S. Chand & Company Ltd, NewDelhi.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Communication in Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	0	12th Pass	-

Learning Objective: The course aims to train students to enhance written as well as oral communication in management. This course will help students in understanding the principles and techniques of communication. Also, to understand the use of electronic media for communication.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain basics of managerial communication

2. interpret need for effective listening
3. describe basics of written and spoken communication
4. demonstrate role of group discussion and interviews
5. summarize business reports and proposals

Course Contents:

Unit 1: Introduction to Communications

10 hours

Meaning and Objectives of Communication. Process of Communication. Forms of communication: formal and informal; upward, downward, diagonal and lateral. Role of a Manager. Barriers to effective Communication and Overcoming them. Effectiveness in Managerial Communication. Make use of grapevine. Role of verbal and non-verbal communication; interpreting non-verbal communication.

Unit 2: Listening

5 hours

Meaning and objectives of Listening. Features of a good listener. Analysing poor listening. Effective listening skills and barriers to effective listening.

Unit 3: Oral and Written Communication

10 hours

Oral Presentation: Planning, structuring and delivering presentation. Handling queries. Challenges and etiquettes associated with Telephonic, web-conferencing and Teleconferencing communication.

Written communication: Principles and steps of effective writing. Seven Cs of Letter writing. Business Letters: inquiries, placing orders, sales letters. Job applications and resumes. Memos.

Unit 4: Group Discussion

10 hours

Nature, forms and classification of Groups. Role of managers in Group Discussions. Effective Group Decision Making. Group Conflict.

Interviews: Interviewing, Nature and types of Interviewing Questions. Verbal and Non-Verbal aspects of interviewing. Types of Interviews: structured and unstructured; group and depth.

Unit 5: Meetings

10 hours

Planning and conducting meetings. Meeting Process. Ways to Effectively lead a meeting. Evaluating meeting and drafting minutes of a meeting.

E-mail, Business Reports and Proposals: E-mail Etiquettes, smartness and presentation. Business Reports and proposals: Writing, purpose and sections/parts.

Exercises: The learners are required to:

1. summarise annual reports of companies.
2. write business proposals.
3. participate in group discussions and mock interviews
4. smartly draft business emails.

Suggested Readings:

- Bell, R. L. & Martin, J. S. (2019) *Managerial Communication*. Business Expert Press.
- Gupta, Alpana & Gupta. S. M. (2016), *Effective Business Communication*, Viva Books Originals
- Sengupta. (2011). *Business and Managerial Communication*, Prentice Hall India Learning Private Limited, New Delhi
- Lesikar, R.V. & Flatley, M.E.; (2008) *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Thimmaiah, N. Babitha & Reddy, P. Chandrika Reddy. (2020). *Managerial Communication*, Thakur Publications Pvt. Co. Ltd. Bengaluru. India
- Ludlow, R. & Panton, F., (1992) *The Essence of Effective Communications*, Prentice Hall of India Pvt. Ltd., New Delhi.
- Bhatia, R. C. (2008), *Business Communication*, Ane Books Pvt Ltd, New Delhi.
- Scot, O., (2004), *Contemporary Business Communication*. Biztantra, New Delhi
- Madhukar R. K. (2011), *Business Communication*, Vikas Publishing, New Delhi

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

BASICS OF 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		
Basics of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used

- by brand promoters in the market.
- 3. describe the role and types of advertising agencies.
- 4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies : 9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising : 12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.

- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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.

CONSUMER BEHAVIOUR AND DECISION MAKING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	0	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

Learning Outcomes: After completion of the course, learners will be able to:

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions;

characteristics of consumer behaviour; distinguish between customer and consumer; the role of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experiencer and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and

Sons

- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHI Learning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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.**

GE 6.1: INTRODUCTION TO WAREHOUSE 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

Learning Outcomes: After completion of this course, the learners will be able to:

1. Recognize the need for warehousing in today's competitive environment and how supply chain trends are impacting the design and operation of warehouses.

2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouse operation.
3. Develop strategies for improving receiving and issuing material operations, including the use of barcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finished goods, and MRO.
5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width- finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)

– Handling time –vehicle utilization –number of loads completed –congestion –Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of

material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewherehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in any warehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems* [With CDRom]. Springer Verlag.
- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasingand Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply ChainManagement*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principlesand Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and DistributionManagement: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas PublicationHouse Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. LuciePress.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. PalgraveMacmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency andMinimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

- **Suggested readings shall be updated and uploaded on the college website from time totime.**
- **Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

GE 6.2 INTRODUCTION TO SUPPLY CHAIN 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning: 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain: Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations: 9 hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement: 9 hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics(KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management: 9 hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.
- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

- Suggested readings shall be updated and uploaded on the college website from time to time.
- Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

List of GE's offered by Department of Human Resource Management

GE POOL FOR STUDENTS OTHER THAN THAT OF BA (VS) SMALL & MEDIUM ENTERPRISE

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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12 th Pass	Nil

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.**

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	0	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

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.

List of GEs offered by Department of Insurance Management (CVS)

BASICS OF LIFE INSURANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

Learning Outcomes: After completion of the course, learners will be able to:

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement**11**

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance**10 Hours**

Professional ethics and standards, Disclosure and transparency in sales practices, Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)
2. make a matrix representing the type of insurance policy, its features and the needs of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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.**

BASICS OF NON-LIFE INSURANCE
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

Learning Outcomes: After completion of the course, learners will be able to:

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).

2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasanee, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture &
Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures (12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern (12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture (12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions (09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon

- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	0	12 th Pass	NIL	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
 - 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
 - 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
 - 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
 - 5: To provide students with an understanding to look at theoretical approaches to public policy.
 - 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen- administration interface
- By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.

Chakravabarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.

Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.

Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan, New Delhi.

Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.

Yadav, Sushma (2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.

Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.

Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.

Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.

Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.

Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.

Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.

Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216

Bhattacharya, M (2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323

Caiden, N (2004): Public budgeting Amidst Uncertainty and instability, in Shafritz, J. M & Hyde, A. C (eds) Classics of Public Administration, Cengage Learning.

Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M & Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.

Bhattacharya, M (2001), *New Horizons in Public Administration*, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, *Public Policy*, sage ,new delhi 2016.
 Shaktidhar, S.L., *Budgeting in India*, I.I.P.A, New Delhi, 1960.
 Sir Herbert, *The British Budgetary System*, London, Allen & Unwin Ltd. 1959.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Awasthi, A & Maheshwari (2003), *Public administration*, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), *Public Administration in Globalising World*, Sage, New Delhi, 1-43.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Maheshwari, M (2003): *Administrative Thinkers*, Macmillan Publishers, New Delhi, 97-174, 210-279.
 Prasad, D.R Prasad, V.S & Satyanarayana, P(ed) (2006): *Administrative Thinkers*, Sterling Publishers ,New Delhi, 22-151.
 Sharma, M.P. & Sadana, B.L (2009): *Public administration in Theory and Practice*, Kitab Mahal, New Delhi, 128-143.
 Polinaidu, S (2010): *Public Administration*, Galgotia publication, New Delhi, 563-587.
 Sapru, R.K (2012): *'Public Policy'* sterling publisher, New Delhi, 1-23, 60-92, 133-172.
 Singh, K. (2003). *Aid and Good Governance*, A discussion paper on the reality of aid.
 Stroker, G. (1998), *Governance as theory: five propositions*, *International social science journal*, Vol. 50 , No. 1: 17-28.
 Ramesh K Arora, *Public Administration in India Tradition, Trends and Transformation*, Paragon International Publishers, 2006.
 L.d. White, *Introduction to the Study of Public Administration*, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) *Decentralisation: Institution and Political in Rural India*, Oxford University press, New Delhi
E Governance (2004): The New Age, APH publishers.
 Sharma, P.K & Deveshwar, M (2007) *'Right to Information in India'* in Singh, S and Sharma. P (eds) *Decentralisation: Institution and political in Rural India*, Oxford University press, New Delhi
 Vasu Deva, (2005) *E governance in India: A Reality*, Commonwealth publisher.

PEOPLE MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	0	12 th Pass	Nil

Learning Objective: The course aims to provide an overview to the learners of what it means to be an effective people manager. The programme is designed in such a manner so that the learners can develop leadership and communication skills and manage people in an Organisation effectively.

Learning Outcomes:

After completion of the course, learners will be able to:

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making - steps, managing your Manager, Evaluating and building a personal development plan for oneself.

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People

Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

Team Building Process, Managing Diversity in Teams, Competency mapping, Team Roles, Team Identity, Team Charter, Team Performance, Managing Behaviour of people in groups, 360 Degree Feedback as a Development tool. Group Dynamics, Challenges of getting work done; Significance of prioritization and assigning work to team members, Importance of peer networks in an Organisation.

Unit 4: Managing Evaluation and Assessment

10 hours

Managing Performance, Appraisal methods, Role Reviews and performance management, Dealing with Poor Performers, Agreeing Performance Targets, Negative Feedback, Performance Management System, 360 Degree Feedback as a Performance Appraisal Tool.

Unit 5: Leading People & Resolving Conflicts

8 hours

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.
3. participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.

5. Simulate role play of 360-degree appraisal in groups (as formed in previous activity) and appraising the performance of each member of the group.
6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

LEARNING AND DEVELOPMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12 th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

Learning Outcomes: After completion of the course, learners will be able to:

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development : 9 hours

Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment: 9 hours

Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies: 9 hours

Development techniques for enhancing decision-making and interpersonal skills, case study, in- basket exercise, special projects, action learning, syndicate work, games,

action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling

9 hours

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

Exercises:

The learners are required to:

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,.
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

**UNIVERSITY OF DELHI
UNDERGRADUATE
CURRICULUM
FRAMEWORK -2022 BASED
ON NEP – 2020**

**B.A.(VS) INSURANCE
MANAGEMENT**

INSURANCE MANAGEMENT

Semester-V

DSC	Fundamentals of Non-life Insurance
	Fundamentals of Investment
	Firms in the Globalising World
DSE	Marine Insurance
	Consumer Behaviour and Sales Management
	Agriculture and Crop Insurance
	Linear Programming
	Information Security and Cyber Laws
	Applied Game Theory
<u>GE Pool For BA(VS) Insurance Management Students</u>	
1.	Tourism: An Introduction
2.	Tourism Business Environment
3.	Modern Office Management
4.	Sustainable Development
5.	Essentials of Management and Retail Essentials
6.	Basics of Retail Management
7.	Introduction to Materials Management
8.	Basics of Purchase Management
9.	Launching a New Venture
10.	Management of Small Business Enterprises
11.	Stress Management
12.	Team Building and Development
13.	Cultural Diversity: Tangible & Intangible Heritage
14.	Polity and Governance in India
<u>GE Pool for students other than that of BA(VS) Insurance Management</u>	
1	Risk Management and Insurance
2	Introduction to Insurance

B.A. (VS) Insurance Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.1)

Fundamentals of Non-life Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Fundamentals of Non-life Insurance DSC – 5.1	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize students to the risks covered by non-life/general insurance. The course also provides basic understanding of the insurance cover provided by different types of general insurance policies.

Learning Outcomes: After completion of the course, learners will be able to:

1. describe the need for non-life insurance products and growth of the general insurance sector
2. analyse the principles of motor & commercial property insurance to various situations of any policy holder
3. analyse the principles of personal & health insurance to various situations of any policy holder
4. analyse the principles of credit insurance to various situations of any policy holder

Unit 1: Introduction

12 Hours

Need of non-life insurance, types of risk & factors affecting degree of risk, scope (products: marine, motor, personal accident, travel, home, credit, health, commercial property and business interruptions, liability, miscellaneous), exposure measurement (census and exact methods, statistical modelling, expenses), rate setting, principles & basis of rating, experience rating, return of premium, insurance providers (direct market, re-insurers, brokers), application of principles of indemnity, proximate cause, subrogation & mitigation of losses.

Unit 2: Marine, Fire Motor & Commercial property and Business interruption insurance

12 Hours

Motor insurance - nature of risk, perils, rating factors, indemnity & main types of cover, recent *National Consumer Disputes Redressal Commission (NCDRC)* judgements. Marine insurance: Features, perils, policy bases, insured value.

Fire: features, subject matter of contract, perils, scope of cover, insured value

Commercial property and business interruption - risk arising from fire, theft, contingencies, types of cover provided by these policies, clauses commonly used, application of principles and practices of these policies to various situations.

Unit 3: Personal & Health Insurance

11 Hours

Home, household buildings, household contents, accident, travel – features, risk assessment process, process of policy management, legal basis of the contract, premium, contents of policy document, mid-term amendment, cooling off period, renewal, cancellation), type of policy, modification of cover, scope of cover.

Health - purpose, nature of risk, types of policies (including indemnity, reimbursement, defined benefit), scope of cover, roles of intermediary and insurance provider.

Unit 4: Credit Insurance

10 Hours

Definition, functions (assumption of risk and claims payment, preventive function of credit insurance, prevention of claims, their minimization, and recoveries, enhances external financing), application of general principles, features, role of Export Credit Guarantee Corporation

Practical Exercises: The learners are required to:

1. make a group presentation on the growth of different types of non-life insurance products (Unit1).
2. make a group project analysing the effectiveness of the policy coverage by collecting data from motor/commercial insurance holders (Unit2).
3. make a project analysing the effectiveness of the policy coverage by collecting data from personal/health insurance holders (Unit3).
4. make a group project analysing the effectiveness of the policy coverage by collecting data from credit insurance holders (Unit4).

Suggested Readings

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasane, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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) Insurance Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.2)

Fundamentals of Investment

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Fundamentals of Investment DSC – 5.2	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize the students with meaning of investment. The course also provides basic understanding of the returns and risk associated with different investment options.

Learning Outcomes: After completion of the course, learners will be able to:

1. analyse the risk-return trade off on different investments
2. compare yields from different bonds
3. appraise returns on equity investments through alternative methods
4. recognise the use of derivatives as a tool for risk management

Unit 1: Introduction

12 Hours

Meaning of investment, Investment environment, Types of investment (real & financial assets), types of investors, concept of risk, types of risk (for individuals & institutions), relationship between risk and return, computation of risk (standard deviation, variance, beta) & return

Unit 2: Bonds

10 Hours

Bond Fundamentals, types, estimating bond yield; bond valuation, bond risks and credit rating bond valuation.

Unit 3: Equity

12 Hours

Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, Computation of return & Risk, concept of portfolio management and measurement of portfolio return and risk; Diversification- Markowitz Theory.

Unit 4: Derivatives

11 Hours

Characteristics, uses, types of derivatives (forwards, future and options, swaps), types of markets, simple payoffs. Pricing of futures, Forward and options.

Exercises:

The learners are required to:

1. compute the return & risk for any three classes of assets over different time periods (Unit1).
2. compare returns by computing yields on government and other bonds (Unit2).
3. compare the returns on equity of any listed company by conducting the fundamental and technical analysis (Unit3).
4. make a class presentation comparing the payoffs from derivatives and price movements of underlying assets during the same time period (Unit4).

Suggested Readings:

- Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2019). *Investments*. (11th Ed.). New Delhi: Tata Mc Graw Hill
- Chandra, P. (2021). *Investment Analysis & Portfolio Management*. (6th Ed.). Noida: Tata McGraw Hill Education.
- Jones, C. P., & Jensen, G. R. (2019). *Investments: Analysis and Management*. (14th Ed.). New Jersey: Wiley.
- Rustagi, R. P. (2021). *Investment Management*. (11th Ed.). New Delhi: Sultan Chand and Sons.
- Sharma S. K., & Kaur G. (2019). *Fundamentals of Investment*. New Delhi: Sultan Chand and Sons.
- Saunders. A., Cornett. M.M. (2018). *Financial Markets and Institutions*. McGraw Hill Education.
- Tomar, A., Agnihotri, S. (2022). *Project Finance*, A K Publications New Delhi.

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) Insurance Management
Semester V
DISCIPLINE SPECIFIC CORE COURSE (DSC- 5.3)
Marine Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Marine Insurance DSC – 5.3	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to offer an integrated approach to the understanding of marine insurance concepts, fundamental guiding principles, different marine insurance claims, and the regulatory framework.

Learning Outcomes: After completion of the course, learners will be able to:

1. describe the scope of marine insurance and its underwriting practices in India and worldwide
2. explain the fundamental principles guiding marine insurance to policy coverage.
3. differentiate the claims considerations for various marine losses.
4. explain the regulatory framework for marine insurance.

Unit 1: Introduction

12 Hours

Meaning, need, types of marine insurance, Historical perspective, the marine insurance market in India, Marine insurance and world trade. Introduction to marine hull and types of vessels and covers, clauses in marine insurance, Proposal form, factors for acceptance of proposal, rating, underwriting, reinsurance.

Introduction to Marine cargo insurance, types of cargo and cargo policies. Proposal form, factors for acceptance of the proposal. Marine insurance underwriting and rating. International cargo clauses & inland transit clauses in marine insurance., documents associated with marine cargo insurance.

Unit 2: Fundamental principles, policy terms and conditions

11 Hours

Fundamental principles guiding the marine insurance contract: warranties, utmost good faith, insurable interest, reinsurance, assignment and passage of interest in marine insurance, indemnity, valued and unvalued policies, subrogation, abandonment, contribution, proximate cause. Parties to a contract of Marine insurance and role of intermediaries. Contracts of sale. Incoterms. Domestic and International trade finance.

Unit 3. Marine insurance claim

11 Hours

Types of losses and the measure of indemnity applicable to them. Types of marine insurance claims, procedure and documentation. Claims awareness and loss prevention. Case studies on marine cargo claims.

Scope & functions of insurance surveyors & average adjusters. Exchange control regulations regarding payment of claims. Salient features of Foreign Exchange Management Act 1999. Effect on claims settlements of abandonment, subrogation, recoveries.

Loss control and prevention. Maritime fraud and its treatment by marine insurers.

Unit 4: Regulatory Framework

11 Hours

International legislation: organisation of Lloyds, international maritime bureau, tariff advisory council, general insurance council. The institute cargo clauses (ICC – A, B & C)

Indian legislation: General insurance corporation of India. Marine Insurance Act, 1963. The Indian Carriage of Goods by sea Act, 1925. The Indian Railways Act, 1890. Indian Carriage by Air Act, 1972. Merchant Shipping Act, 1958. Multi-modal Transportation Act, 1993.

Exercises: The learners are required to:

1. form a group to study the underwriting practices of any marine insurance company (Unit1).
2. make a presentation on case studies showing the application of the fundamental guiding marine insurance principles before issue of the policy or at the time of claim settlement (Unit2).
3. make a comparative report on the claim settlements for a particular marine loss under differing circumstances or for different insurance companies (Unit3).
4. Write a report on the relevance and effectiveness of any one legal enactment regulating marine insurance (Unit4).

Suggested Readings

- Dunt, J. (2015). Marine Cargo Insurance. Taylor & Francis.
- Gurses, O. (2015). Marine Insurance Law. Taylor & Francis.
- Hudson, G. N., Madge, T., & Sturges, K. (2013). Marine Insurance Clauses. Taylor & Francis.
- Merkin, R. (2013). Marine Insurance Legislation. Taylor & Francis.
- Merkin, R. (2021). Marine Insurance: A Legal History. Edward Elgar Publishing.
- Rose, F. (2013). Marine Insurance: Law and Practice. Taylor & Francis.
- Soyer, B. (2014). Marine Insurance Fraud. Taylor & Francis.

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) Insurance Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.1)

Consumer Behaviour & Sales Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Consumer Behaviour & Sales Management DSE – 5.1	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize students with the fundamental concepts of consumer behavior and brand association. It will equip students with an understanding of the use of technology in sales management, recruitment and compensation.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain importance of consumer behavior and describe the behavioral dimensions.
2. demonstrate the concept of consumer decision making.
3. appraise the perception and brand association.
4. examine the use of technology in sales management.
5. create a plan for recruitment and structuring the sales force.

Unit 1: Consumer Behaviour and Decision Making

10 Hours

Meaning, Importance, Consumer buying process, Factors influencing buying behavior, An Emerging Market, Making Sense of Irrationality, Consumer Behaviour in a Digital Era, Behavioural Dimensions, Marketing Mix Elements and the Digital World,

Consumer Decision Making: Important Dimensions, The Basic Model of Consumer Decision Making, Types of Consumer Decision Making, Consumer Decision Making and Celebrity Usage, Impulsive Purchase and Consumer Decision Making, Brands and Consumer Decision Making, Information Search and Consumer Decision Making, Strategies of Applying Consumer Decision Making, Consumer Decision Making and Brand Imagery.

Unit 2: Perception and Branding Associations

10 Hours

Perception: Prerequisite for Branding, Perception and Value, Dynamics of Perception, Lack of Contrast and Perception, The Concept of Brand Repositioning.

Branding Associations: Developing and Nurturing Brand Associations, Memory, Learning and Brands, Instrumental Conditioning, Consumer Behaviour and Information Processing, Encoding and Information Retention, Strengths of Brand Associations.

Unit 3: Sales management and technology

10 Hours

Sales management, Ethical issues, Leadership training, Sales and marketing relationships, Managing the customer portfolio, Use of technology in sales management, Impact of the internet on selling and sales management, Customer relationship management.

Unit 4: Recruitment and Structuring the sales force

10 Hours

Importance of selection, Identification of sources of recruitment and methods of communication, supplementary selection aids, training, establishing sales territories, compensation, types of compensation plan; sales forecasting and budgeting: planning, levels of forecasting, qualitative techniques, quantitative techniques, budget allocation; quantitative measures of performance.

Practical Exercises: The learners are required to:

1. collect the marketing mix elements of three brands in the shampoo category and make a presentation for consumer behaviour that helped to select these brands.
2. find three examples of brands from any category that have used digital marketing with principles of consumer behaviour.
3. select two websites that you visit regularly and discuss how they can (and probably do) track your behavior for brand association to target you more effectively.
4. select any two insurance companies and explain the use of technology in managing sales.
5. make a presentation on the sources of recruitment of sales personnel and compensation plan of any two insurance companies.

Suggested Readings:

- Hawkins, D. I., Mothersbaugh, D. L., Kleiser, S. B. (2019). Consumer Behavior: Building Marketing Strategy. United Kingdom: McGraw-Hill Education.
- Kotler, P., Keller, K. L., Chernev, A. (2021). Marketing Management.: Pearson Education.
- Kumar, S. Ramesh (2017). Consumer Behaviour: The Indian Context (Concepts and Cases). India: Pearson India.
- Lancaster, G., Jobber, D., Le Meunier FitzHugh, K. (2019). Selling and Sales Management.: Pearson.
- Rajagopal (2019). Contemporary Marketing Strategy: Analyzing Consumer Behavior to Drive Managerial Decision Making. Germany: Springer International Publishing.
- Schiffman, L. G., Wisenblit, J. (2019). Consumer Behavior. United Kingdom: Pearson.
- Schwepker, C. H., Williams, M. R., Ingram, T. N., LaForge, R. W., Avila, R. A. (2020). Sales Management: Analysis and Decision Making. United Kingdom: Routledge.
- Solomon, M. R. (2020). Consumer Behavior: Buying, Having, and Being. Brazil: Pearson.
- Weinberg, M. (2015). Sales Management. Simplified.: The Straight Truth About Getting Exceptional Results from Your Sales Team. United States: AMACOM.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.2)

Agriculture & Crop Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Agriculture & Crop Insurance DSE 5.2	4	3	1	-	Pass in class 12 th	-

Learning Objectives: The course aims to offer an integrated approach to the understanding of agricultural insurance markets and systems, the concept of risk management in agriculture, concepts of crop insurance and the insurance of livestock.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the concept of agricultural insurance systems and markets
2. formulate a catastrophe risk modelling design for agricultural risks.
3. differentiate between various types of crop insurance.
4. appraise the linkage between the trends in livestock and extent of livestock insurance.

Unit 1. Introduction

11 Hours

Trends and challenges in the agricultural sector in India. Salient feature of agricultural census. Agricultural insurance systems: private, public, private–public sectors, forms of agricultural insurance operations, cooperative and mutual insurers, co-insurance pools and reinsurance. Agricultural insurance products, Global and Indian agricultural insurance markets.

Unit 2. Risk management in agriculture

12 Hours

Overview of perils for agriculture: natural disasters such as drought, flood, types of floods, hail formation, hail damage to crops, frost, types of frost, frost damage to crops, snow, cyclones (types of cyclones, cyclone losses) windstorm, wildfires, epidemic livestock diseases, and climate variability. Catastrophe risk modelling for agricultural risks, Agricultural risk transfer, Actuarial insurance pricing.

Unit 3. Crop insurance

11 Hours

Major crops and cropping patterns in various parts of the country, concepts, objectives and types of crop insurance, design and operations of crop insurance and products. Multi-peril crop insurance and all-risk crop insurance. Crop insurance schemes in India and their effectiveness.

Unit 4. Livestock and allied agricultural insurance

11 Hours

Trends in livestock production and consumption. Insurance of livestock: general and specific risks, importance and types (cattle, poultry, sheep, goat, pig, elephant, duck, aquaculture), Comprehensive coverage, farm property, farm fire and forestry insurance, Agriculture and forestry vehicles insurance. Personal and liability insurance for farmers. Agricultural credit insurance.

Exercises

The learners are required to:

1. collect data from the recent agriculture census and prepare a presentation on the agricultural insurance market (market segmentation) and identify its challenges (Unit1).
2. form a group to develop a catastrophe risk model for different types of agricultural risks (Unit2).
3. Make a group project on the effectiveness of any one crop insurance offered in India (Unit3).
4. make a group presentation gather secondary data from livestock census and corporate data of insurance companies to assess the extent and effectiveness of livestock and allied insurance in different regions in India (Unit4).

Suggested Readings:

- Hohl, R. M. (2019). *Agricultural Risk Transfer: From Insurance to Reinsurance to Capital Markets*. Wiley.
- Hueth, D. L., & Furtan, W. H. (2012). *Economics of Agricultural Crop Insurance: Theory and Evidence*. Springer Netherlands.
- Just, R. E., & Pope, R. D. (2013). *A Comprehensive Assessment of the Role of Risk in U.S. Agriculture*. Springer US.
- Mahul, O., & Stutley, C. J. (2010). *Government Support to Agricultural Insurance: Challenges and Options for Developing Countries*. World Bank Publications.
- Nirmal, R., & Babu, S. C. (2021). *When implementation goes wrong: Lessons from crop insurance in India*. Intl Food Policy Res Inst.
- Ray, P. K. (2013). *Agricultural Insurance: Theory and Practice and Application to Developing Countries*. Elsevier Science.
- Roberts, R. A. J., Food, & Nations, A. O. o. t. U. (2005). *Insurance of Crops in Developing Countries*. Food and Agriculture Organization of the United Nations.

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) Insurance Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.3)
Linear Programming

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Linear Programming DSE 5.3	4	3	1	-	Pass in class 12th	-

Learning Objectives:

Linear programming is an important modelling technique used to determine the best way to use available resources. Managers, analysts and entrepreneurs often face the problem of decision-making when resources are limited. The aim of this course is to brush up linear algebra and then introduce students to linear programming with emphasis on mathematical formulation and finding solutions to practical problems. Linear programming helps them to achieve various goals like cost minimization, money and time management, reducing waste and improving financial portfolio. The course includes simplex method for solving the transportation and assignment problems. Some of these topics are illustrated by means of Microsoft excel solver.

Learning Outcomes:

The students will be able to:

- Mathematically formulate and model fundamental decision-making problems.
- Geometrically solve a linear programming problem in two variables.
- Apply simplex algorithm to solve a linear programming problem.
- Utilize computer software to find solutions of a linear programming model.
- Produce a dual of a linear program.
- Understand and appreciate the practical ways to implement a linear programming model.

Unit I:

10 hours

Linear Algebra: Matrices and vectors, matrix operations, matrix operations using excel, systems of linear equations, finding solution using Gauss Jordan method, linear independence and dependence, rank of a matrix, matrix inversion and finding the solution using excel, determinant.

Wayne L. Winston: Chapter 2

Unit II:

11 hours

Introduction to Linear Programming: The linear programming model, assumptions, examples, formulating and solving linear programming models using excel.

Hillier and Lieberman: Chapter 3 excluding section 3.6

Unit III:

12 hours

Simplex Method: Understanding simplex method, setting up the simplex method, algebra of the simplex method, simplex method in tabular form, postoptimality analysis.

Hillier and Lieberman: Chapter 4 excluding sections 4.5, 4.6 and 4.9

Unit IV:

12 hours

Duality: Understanding Duality theory, economic interpretation of duality theory, primal-dual relationships, role of duality theory in sensitivity analysis.

Hillier and Lieberman: Chapter 6 excluding sections 6.4.

Practical Exercises:

The learners are required to:

1. solve problems given in class on applying matrix multiplication in cryptography with the use of Microsoft excel. (Unit I)
2. make a group presentation of case studies of companies where linear programming is used for minimizing costs, optimizing capacity, managing financial portfolios, asset management through fieldwork or surveys. (Unit II)
3. formulate any transportation problem or assignment problem and apply simplex method using excel solver. (Unit III)
4. identify any other decision-making problem which they face as students, then formulate and solve it using simplex method. (Unit III)
5. engage in a group discussion on how duality theory enhances the ability to analyse linear programming problems, particularly in the field of economics and business. (Unit V)

Suggested Readings:

- Winston, W. L. (2022). *Operations Research: Applications and Algorithms*. (4th ed.). Cengage Learning.
- Hillier, F. S., & Lieberman, G. J. (2015). *Introduction To Operations Research*. (10th ed.). McGraw-Hill Education.
- Thie, P. R., & Keough, G. E. (2008). *An Introduction to Linear Programming And Game Theory*. (3rd ed.). New Jersey: John Wiley and Sons, Inc., Hoboken.

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) Insurance Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.4)
Information Security & Cyber Laws

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Information Security & Cyber Laws DSE – 5.4	4	3	1	-	Pass in class 12 th	-

Learning Objectives: The course aims to familiarize students with the fundamental concepts of information and its security. It will equip students with an understanding of relevant rules and laws applicable to the security of information.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the basic concepts related to data, information and information system.
2. demonstrate the use of different IT tools for business growth.
3. differentiate the methods for authentication of electronic records
4. appraise the different information related policies.

Unit 1: Data & Information

10 Hours

Data: meaning, types, storage; Information, meaning, attributes, role of information in business; Information Security (IS): Meaning, objectives; Information security policy: meaning, tools to implement information security policy, issues, types, components.

Unit 2: Information System

10 Hours

System: meaning, classification; Information System: meaning, components, functional perspective, Types of information system; Computer based information system; Impact of IT on information system; IT tools crucial for business growth.

Unit 3: Cyber Frauds & Information Technology (Amendment) Act, 2008

15 Hours

Cyber Frauds: meaning, types, reasons behind the rise, impact of cyber frauds on business, techniques to commit cyber frauds.

Information Technology (Amendment) Act, 2008: objectives; applicability; definitions: electronic signature, digital Signature, subscriber, asymmetric crypto system, key pair, private key, public key, hash function; electronic governance; penalties (u/s 43, 44 & 45); electronic offences; national nodal agency (NNA) and Indian computer emergency response team (ICERT).

Unit 4: Government Policies

10 Hours

Information Technology Rules, 2011; Information Technology (Reasonable security practices and procedures and sensitive personal data or information) Rules, 2011; National Cyber Security Policy, 2013; The Information Technology Rules, 2021; National Cyber Security Strategy 2020; IRDAI's Guidelines on Information and Cyber Security for Insurers; Policy on use of IT resources of Government of India; Password Policy

Exercises:

The learners are required to:

1. use newspapers/ websites/ reports etc. to collect data related to cyber frauds in insurance sector and retrieve meaningful information from that. (Unit – 1)
2. create a group of 4 or 5 students to investigate IT tools used by five different insurance companies in their business and make a comparative group presentation. (Unit – 2)
3. collect overall information regarding digital signature certificate and make a Power Point Presentation. (use: <https://www.mca.gov.in/MinistryV2/digitalsignaturecertificate.html>). (Unit – 3)
4. select any five companies and collect information disclosed in their annual reports for cyber security, prepare a summary of it. (Unit – 4)

Suggested Readings:

- Arora, S & Arora, R (2021). Taxmann's Cyber Crimes & Laws: Taxmann Publications Private Limited.
- Fatima, T. (2017). Cyber Law in India. Netherlands: Wolters Kluwer.
- Godbole, N. (2017). Information Systems Security: Security Management, Metrics, Frameworks And Best Practices (With Cd). India: Wiley India Pvt. Limited.
- Gupta, S & Gupta, G (2019). Information Security & Cyber Laws. India: Khanna Book Publishing Company (P) Limited.
- Mishra, K. Akash (2020). An Overview on Cybercrime & Security, Volume - I: Notion Press.
- Nadkarni, S. (2020). Fundamentals of Information Security: A Complete Go-to Guide for Beginners to Understand All the Aspects of Information Security. India: BPB Publication.
- Rathod, F. (2014). Handbook on Cyber Crime and Law in India: Cyber Crime, Investigation and Cyber Law.
- https://www.meity.gov.in/writereaddata/files/it_amendment_act2008%20%281%29_0.pdf
- https://www.meity.gov.in/writereaddata/files/GSR313E_10511%281%29_0.pdf
- <https://cis-india.org/internet-governance/files/it-reasonable-security-practices-and-procedures-and-sensitive-personal-data-or-information-rules-2011.pdf>
- https://www.meity.gov.in/writereaddata/files/downloads/National_cyber_security_policy-2013%281%29.pdf
- <https://prsindia.org/billtrack/the-information-technology-intermediary-guidelines-and-digital-media-ethics-code-rules-2021>

- https://www.dsci.in/sites/default/files/documents/resource_centre/National%20Cyber%20Security%20Strategy%202020%20DSCI%20submission.pdf
- <https://www.cert-in.org.in/>
- https://www.aicofindia.com/AICEng/General_Documents/Notices%20And%20Tenders/IRDAI-GUIDELINES.pdf
- https://www.meity.gov.in/writereaddata/files/Policy_on_use_of_IT%20resources_of_Government_of_India_0.pdf
- https://www.meity.gov.in/writereaddata/files/Password_Policy_1.pdf

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) Insurance Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.5)
Applied Game Theory

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Applied Game Theory DSE – 5.5	4	3	1	-	Pass in class 12th	-

Learning Objectives: This course covers an introductory level of game theory to provide analytical tools for business applications. Companies, managers and individuals often make decisions that affect the wellbeing of others. In turn, our compensation or payoffs are affected by the choices made by others. In simpler terms people often operate in situations of strategic interaction. This course aims to develop a game theoretic framework for understanding strategies in business. The content of the course covers the basic solution concepts of game theoretical analysis and illustrates the use of these concepts.

Learning Outcomes: After completion of the course, learners will be able to:

1. recognise the strategic issues in a problem and demonstrate basic understanding of how a game theorist might decide on the appropriate tools to analyse it.
2. appreciate the application of game theory in business and other real-life situations;
3. demonstrate an understanding of the underlying structure of games used in economics and apply game-theoretic analysis, both formally and intuitively, to various interactions in business environment.
4. use the theoretical knowledge for better decision making and develop insights on strategic interactions and fairness in allocation problems.

Unit 1:

10 Hours

Introduction and Motivation, basic ideas and examples, thinking strategically, the nature of Strategic Interaction among players and the concept of Nash equilibrium

Unit 2:

10 Hours

Games with Sequential moves with perfect and imperfect information, Nash equilibrium as a system of beliefs, dominant and dominated strategies.

Unit 3:**10 Hours**

Games with Simultaneous Moves: pure and continuous strategies, and combining sequential and simultaneous moves; Simultaneous Move games- mixed strategies.

Unit 4:**15 Hours**

Prisoners' Dilemma and Repeated games, Commitment and Strategic Moves, collective-action games and Evolutionary games.

Practical Exercises:**The learners are required to:**

1. Watch a movie in the class called '*A beautiful Mind*' based on the life of John Nash to understand basic concepts of Game Theory. (Unit 1)
2. Play well designed games in class and watching others play them to understand concepts of strategy, backward induction and Nash equilibrium. Solve exercises given in class and identify Nash equilibrium. Play prisoners dilemma in teams of two in the class and analyse its outcome. (Unit 1)
3. Solve exercises where there are two players moving sequentially by drawing a game tree where each player has different number of actions. Play well designed sequential games in teams in class and analyse their outcome. (Unit 2)
4. Play simultaneous move game in class called "generalised beauty contest" with different groups of students. Rules of the game are explained in advance publicly. Game is followed by the discussion on the outcome. Make a list of pure strategies given in various exercises given in the class and identify dominant and dominated strategies. (Unit 3)
5. Role-playing exercises where the class is split into teams that play different roles in acting out a strategic situation. (Unit 4)

Suggested Readings:

- Dixit. A. K., Skeath. S., & Reiley. D. (2020). *Game of Strategy* (5th ed.). New York-London: W. W. Norton and Company Inc.
- Dixit. A. K., & Nalebuff. B. J., (2010). *The Art of Strategy: A Game Theorist's Guide to Success in Business and Life*, New York-London: W. W. Norton and Company.
- Watson. J. (2013). *Strategy: An Introduction to Game Theory* (3rd ed). New York-London: W.W Norton & Company.

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.

GE Pool for BA (VS) Insurance Management Students

Semester V

GENERIC ELECTIVE COURSE (GE- 5.1)

Tourism: An Introduction

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism: An Introduction GE-5.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The aim of this course is to develop a comprehensive understanding of the tourism industry and its significance in the global economy. The students will learn about the various components and systems within the tourism industry. This course will develop the understanding about impacts of tourism on the economy, society, culture, and the environment. Further this course familiarizes the students with tourism planning and development principles. The course will develop an insight about the relationship between tourism and cultural heritage.

Learning Outcomes:

After completing this course, the learners would be able to:

1. analyze the concept of tourism and its various components.
2. analyze the impacts of tourism on the economy, society, culture, and the environment.
3. evaluate the principles of tourism planning and development.
4. evaluate the relationship between tourism and cultural heritage.
5. apply sustainable tourism practices and ethical considerations in tourism contexts.

Unit-1

Introduction to Tourism: Its System and Components 15 Hours

Definition and scope of tourism, Historical development and evolution of tourism, Tourism industry sectors and stakeholders, Trends and challenges in the tourism industry, Tourism Systems and Components, The tourism system: demand and supply, Tourist

behaviour and motivations, Tourism products and services, Destination development and management.

Unit-2

Tourism Impacts

10 Hours

Economic impacts of tourism, Socio-cultural impacts of tourism, Environmental impacts of tourism, Sustainable tourism practices.

Unit-3

Tourism Planning and Development

10 Hours

Destination planning and development, Tourism policy and governance, Tourism infrastructure and facilities, Destination marketing and promotion.

Unit-4

Tourism and Cultural Heritage

10 Hours

Cultural heritage and its importance in tourism, Cultural tourism products and experiences, Cultural heritage preservation and interpretation, Ethical and responsible tourism in cultural heritage sites

Practical Exercises

The learners are required to:

1. conduct a destination analysis, including market research and competitive analysis.
2. develop a tourism product or experience, considering target markets and unique selling points.
3. design a tourism marketing campaign for a specific destination or product.
4. conduct a visitor satisfaction survey and analyze the results.
5. create a sustainable tourism plan for a destination, focusing on environmental and socio-cultural aspects.

Suggested Readings:

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and Practice (7th ed.)*. Pearson.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation: Environment, Place and Space (4th ed.)*. Routledge.
- Lew, A. A., & McKercher, B. (2014). *Tourism and Hospitality in the 21st Century*.

- Routledge.
- Mason, P. (2015). *Tourism Impacts, Planning and Management*. Butterworth-Heinemann.
 - Morrison, A., Taylor, C., & Morrison, A. (2012). *Marketing and Managing Tourism Destinations*. Routledge.
 - Sharpley, R., & Telfer, D. J. (2014). *Tourism and Development: Concepts and Issues (2nd ed.)*. Channel View Publications.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. Routledge.
 - Weaver, D. B., & Lawton, L. J. (2014). *Tourism Management (5th ed.)*. Wiley.

Notes:

1. **Suggested Readings will be updated and uploaded on college website from time to time.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

GENERIC ELECTIVE COURSE (GE- 5.2)

Tourism Business Environment

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Course Code	Credits	Components of the course			Eligibility criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Tourism Business Environment GE- 5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives

The objective is to familiarize students with each factor of PEST (political, economic/environmental, social and technological) while emphasizing both adverse and advantageous effects. This course focuses on the negative effects that uncontrolled tourism can have on the local community. Students' will gain insight into how tourism may support the preservation of both culture and the environment.

Learning Outcomes:

After completing this course, the learners would be able to:

1. analyze the role of tourism in preserving social values and culture.
2. justify the relationship between tourism and the environment.

3. examine the economic impacts of tourism at the local destination. Relate tourism with employment generation and discuss the concept of tourism multiplier effect.
4. differentiate between positive and negative political impacts of tourism. Discuss the impact of decisions taken by the government on destination growth.

Unit 1

Socio-cultural Impacts of Tourism

12 Hours

The nature of socio-cultural impact of tourism, The tourism development process, The psychological basis of tourism development, The sociological basis of development of tourism, Some specific socio-cultural impacts of tourism, Positive and negative socio-cultural impacts of tourism.

Unit 2

Environmental Impacts and Impacts of Technology in tourism

12

Hours

Environmental impact, Environmental impact assessment, Environmental auditing, Environment impact assessment process, Environmental protection act, Positive impacts of tourism on the environment. Positive and negative impacts of technology in tourism industry

Unit 3

Economic Impacts of Tourism

10 Hours

The generation of economic impact by tourist spending, Direct, Indirect and induced economic effects, The multiplier concept, Types of multipliers, Calculation of multiplier effect, Balance of Payments in the tourism sector. Impact of G-20 presidency in the growth of India's tourism.

Unit 4

Political Impacts of Tourism

11 Hours

Positive and negative tourism impacts, Tourism as a political tool, Impact assessment of government policies related to tourism, Role of political stability in the growth of tourism. Role of political leadership in trade blocks like SAARC, BRICS, SCO, G20 on the growth of tourism sector.

Exercises:

The learners are required to:

1. conduct a case study on socio-cultural impacts of tourism on a chosen city/historical site of Bharat.
2. make an assignment on the environmental impacts of tourism in India.
3. visit any tourist site nearby and list the economic benefits gained by the local people because of tourism.
4. prepare and present a case study on the impact of Presidency of G 20 on the growth of tourism in Bharat.

Suggested Readings

- Ashutosh, K. (2015). *Rajasthan Tourism: Past, Present & Future*. New Delhi: A.K. Publications.
- Bosselman, F. P., Craig A. P., & McCarthy, C. (2013). *Managing Tourism Growth: Issues and Applications*. Washington, DC: Island Press.
- Dwyer, L., Forsyth, P., & Dwyer, W. (2020). *Tourism Economics and Policy* (2nd ed.). Bristol, U.K: Channel View Publications. Retrieved from <https://www.perlego.com/book/1344773/tourism-economics-and-policy-pdf>
- Gursoy, D., & Nunkoo, R. (2019). *The Routledge Handbook of Tourism Impacts: Theoretical and Applied Perspectives* (1st Ed.). Routledge.
- Laws, E. & Hall, M. C. (2009). *Pro-Poor Tourism – Who Benefits? Perspectives on Tourism and Poverty Reduction, Current Themes in Tourism*, Bristol, U.K: Channel View Publications.
- Moscardo, G. (2008). *Building community capacity for tourism development: Conclusions*. CABI Books. CABI International. Pp-172-179.
- Richards, G. (2021). *Rethinking Cultural Tourism*. United States: Edward Elgar Publishing.
- Timothy, D. J. (2020). *Cultural Heritage and Tourism: An Introduction*. United Kingdom: Channel View Publications.
- Youcheng, W., & Pizam, A. (2011). *Tourism Destination Marketing and Management: Collaborative Strategies*, CABI.

Notes:

1. **Suggested Readings will be updated and uploaded on college website from time to time.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

Modern Office Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Modern Office Management (GE-5.1)	4	3	1	0	12 th Pass	Nil

Learning Objective: The aim of the paper is to acquaint the students with Modern Office and its management. The knowledge acquired by the students would help them to manage the modern office effectively as office manager, executive or personal secretary by using the skills set acquired by them through this course.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the nature of conventional office, modern office, paperless office, automated and virtual office, functions of office, office manager and office management process
2. demonstrate the importance of office environment, location of office and safety and security measures
3. explain the importance of office mechanization, its objectives and use of tools for the purpose.
4. describe the procedure of procurement and maintenance of office stationery and supplies.
5. explain the importance of office correspondence, system of maintenance of official records and banking

Course Contents:

Unit 1: Modern Office and its Functions

9 hours

Meaning and Definition of Office, Characteristics of an Office, Requisites of an Office, Significance of Modern Office, Scope and Growth of Office Activities, Office Management, Objectives and Principles of Office Management, Primary and Secondary/Administrative Functions, Development of Office Practices, Office Hierarchy, Changing the Nature And Scope of Office Work, Functions of Office Manager, Essential Qualification, Experience and Supervisory Skills Required For Office Manager, Management and Administrative Functions, Changing Office Scenario, Concept of Paperless Office, Automated Office, Virtual Office.

Unit 2: Office Environment

9 hours

Location and Office Building, New Trends -Office Spaces, Open and Private Office, Front and Back Office Support, Infrastructure, Safety and Security, Ventilation, Green Office, office layout, concept of open office, front and back office support, Use of modular office furniture, emerging office concepts: green office, home environment at work, work from home, flexible office hours, significance of office location, factors affecting choice of office location, working environment.

Unit 3: Office Mechanization

9 hours

Introduction, meaning and importance of Office Mechanization, objectives and use of office automation tools – desktop/personal computers, printers, scanner, fax machines, photocopier, calling bell, telephones, mobile phones, video conferencing, CCTV Camera, biometric attendance machines.

Unit 4: Office Supplies, Office Forms and Procurement

9 hours

Office Forms, Principles of Design and Development of Forms, Control of Forms, Office Stationery and Supplies, Office Mechanization, Advantages and Disadvantages of Mechanization, Criteria of selection of Office Machines, Lease and Purchase of Office Equipment, Procurement of Office Supplies, Modular Furniture, Purchase Procedure, e-Tender and Stock of Supplies.

Unit 5: Office Correspondence, Records Management and Banking

9 hours

Mails, Office Correspondence, Organizing Correspondence, Production and Drafting of Correspondence, Typing and Stenographic Services, Dictating Letters, Handling and Disposal of Mails, Handling and Supervision of Office Records, Management of office records, Disposal and Retention of Office Records. Banking: UPI, PayTM, Net Banking, Mobile Banking, RTGS/NEFT/IMPS, Demand Drafts and validity of cheques

Exercises:

The learners are required to:

1. visit the administrative office of the College, Government Office or Private Office.
2. observe the Office Building, ventilation and layout of the building.
3. observe the office supplies, stationery used in office systems.
4. observe and experience the type of communication systems, furniture and office machines.
5. interact with the Office Manager and make a list of his duties and responsibilities.

Suggested Readings:

- Bhatia, R.C.(2003). *Office Management*. Galgotia Publishing Company, New Delhi, India
- Chopra, R. K., & Bhatia, A. (2010). *Office Management*. 15th Edition. Himalaya Publishing House, Mumbai, India.
- Geoffrey, M., Standingford, O., & Appleby, R. C. (1991). *Modern Office Management*, NY, USA.

- Mills, G., & Standingford, O. (1949). *Office Organization and Method*. Pitman.
- O'Rourke, J. S. (2019). *Management communication: A case analysis approach*. Chapter 4, Routledge, England, UK.
- Thukaram Rao, M. E. (2009). *Office Organization and Management*. Atlantic Publishers and Distributors, New Delhi, India.
- Ghosh, P. K. (2010) "*Office Management*", Sultan Chand & Sons. New Delhi
- Duggal, Balraj, *Office Management and Commercial Correspondence*, Kitab Mahal, New Delhi
- Pillai R.S.N, Bagavathi, (2008) " *Modern Office Management*", S. Chand Publishing House
- Chhabra, T.N., *Modern Business Organisation*, New Delhi, Dhanpat Rai & Sons.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

GENERAL ELECTIVE COURSE – 5.2 (GE-5.2)
Sustainable Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Sustainable Development (GE-5.2)	4	3	1	0	12th Pass	Nil

Learning Objective: The course aims to provide the learners an understanding of the key challenges and pathways to sustainable development i.e. also socially inclusive and environmentally sustainable.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain key initiatives required to enhance the contribution of an organisation towards Sustainable Development;
2. analyse the significance of various steps taken by UNDP to ensure Sustainable Development;
3. assess the results of Smart Cities Mission Initiative of Government of India;
4. explain the key achievements of National Programmes/Initiatives aligned with SDGs.

Course Contents:

Unit 1: Introduction

9 hours

Sustainable Development: Meaning, Principles, History of Sustainable Development. Components of sustainability, Goal Based Development, Feasibility of Sustainable Development; Sustainable Development and International Contribution: International Summits, Conventions, Agreements. Triple Bottom Line approach. Environmental, social and governance (ESG) factors. Role of ICT in Sustainable Development. Community Engagement. Policy framework on Sustainable Development in India.

Unit 2: Sustainable Development Goals (SDGs)-I

10 hours

Sustainable Development Goals (SDGs): Meaning, Background, Transition from Millennium Development Goals (MDGs) to SDGs. Role of UNDP; SDG Integration. SDGs (1-6): No Poverty, Zero Hunger, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation. SDGs (1-6) in India: Key indicators of performance.

Unit 3: Sustainable Development Goals (SDGs)-II

10 hours

SDGs (7-17): Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Climate Action, Life Below Water, Life on Land. Peace, Justice and Strong Institutions, Partnerships for the Goals. SDGs (7-17) in India: Key indicators of performance.

Unit 4: Responsible Production and Mindful Consumption

8 hours

Responsible Production and mindful consumption: concept, rationale, implications, challenges and opportunities. Global initiatives on Sustainable Development by Industry: World Business Council for Business Development. BRSR Reporting by SEBI, NITI Aayog report on sustainable development.

Unit 5: Responsible Investment

8 hours

Responsible Investment: concept, rationale, implications, challenges, and opportunities. Socially Responsible Investment: Green Bonds, Carbon Credits. Socially Responsible Mutual Funds. Global Reporting Initiatives.

Exercises: The learners are required to:

1. identify an organisation and suggest key initiatives required to enhance the contribution of that organisation towards Sustainable Development and measure the quantum of improvements that would be achieved by the implementation of such initiatives.
2. visit the website of UNDP and other related internet resources wherein the cases related to action taken for achieving the SDGs are specified and compare it with the organisation chosen in unit 1 above and present report of the benchmarking exercise and the new suggestions/recommendations for taking the organisation to the next level.
3. prepare and present a report on Smart Cities Mission Initiative of Government of India highlighting the strategy, key features of Smart Cities, achievements, and challenges.
4. identify an organisation which is integrating practices (green initiative, dry waste management, recycling, etc.) related to SDGs of responsible Production & Consumption. Prepare and present the report of its strategies highlighting the cumulative impact of its outcome.
5. identify a company dealing with green bonds in India, analyse its business model. Prepare and present a report of its contribution to the environment.

Suggested Readings:

- Edwards, A. R., & Orr, D. W. (2005). *The Sustainability Revolution: Portrait of a ParadigmShift*. British Columbia: New Society Publishers. (Unit I to V)
- Reid, D. (2017). *Sustainable Development: An Introductory Guide*. Taylor & Francis Group.(Unit I to V)
- Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2012). *An Introduction to Sustainable Development*.

- Abingdon; Routledge. (Unit I to V)
- Stokke, O. (2018). *Sustainable Development*. Abingdon; Routledge. (Unit I to V)

Additional Readings:

- <https://niti.gov.in/sdg-india-index>
- https://www.sebi.gov.in/sebi_data/commndocs/may2021/Business%20responsibility%20and%20sustainability%20reporting%20by%20listed%20entitiesAnnexure1_p.PDF

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time

GENERAL ELECTIVE COURSE (GE-5.1)
Essentials of Management and Retailing

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		
Essentials of Management and Retail Essentials (GE: 5.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: To introduce students to the foundational principles of business management, including a comprehensive overview of the retail industry, its dynamic nature, and the strategies employed, while fostering an understanding of the diverse retail structures in existence.

Learning Outcomes: After completion of the course, learners will be able to:

1. define the principles evolution and the overview of functional areas of management.
2. develop a broad consideration of planning, decision-making, organizational structures, motivation theories, leadership styles, communication, and controlling.

3. interpret, scope, function, and importance of retail management, its evolution and changing dynamics of the Indian retail industry
4. evaluate the impact of external factors such as government policies, consumer behavior, and economic fluctuations on the retail industry.

Unit 1: Fundamentals of Management

9 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical, Neoclassical and Modern approach- their concept, pros and cons. Coordination – concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Basic management functions 12 Hours

Planning- concept and meaning, Decision-making, Organisational structures- traditional and modern; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-types of leaders; Communication- meaning, types and importance. Controlling-concept, significance.

Unit 3: Retailing Overview 12 Hours

Retailing: Concept, scope, function and importance of Retail Management, Types of retailing, Evolution of Indian Retail Industry, Retail Environment in India, Changing Scenario of Retail Business in India, Dealing with recession in retail industry.

Unit 4: Retailing Structure 12 Hours

Factors influencing retail structure, Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry, Consumer Behavior, Contemporary Issues in Retail Management.

Practical exercises:

The learners are required to:

1. Divide the students into small groups and provide them with a case study related to management principles, coordination, or functional areas of management. The case study should present a real-world scenario where students can apply their knowledge and problem-solving skills. Each group should analyze the case study, identify the key management principles or challenges involved, propose suitable coordination strategies, and suggest effective approaches to address the functional areas of management.
2. Provide students of small group with a case scenario that involves various management challenges, such as setting goals, making decisions, coordinating activities, motivating employees, communicating effectively, and implementing control measures. The teams should collaborate and apply the principles and functions of management to address the challenges and achieve desired outcomes within the simulation and discuss their

decision-making processes, and analyze the effectiveness of their management strategies.

3. Invite a guest speaker from the retail industry to address the class and during the session, students can observe firsthand the operations, merchandising techniques, customer service practices, and challenges faced by retail businesses. They can engage in discussions with the store staff or the guest speaker to gain insights into the functioning of the retail industry. Encourage students to ask questions, take notes, and reflect on their observations.
4. Assign students to conduct an industry analysis on a specific retail sector of their choice, such as fashion retail, electronics retail, or grocery retail. They can present their analysis to the class, highlighting the key factors that shape the retail structure, discussing the competitive environment, and addressing the impact of external factors on the industry.

Suggested Readings:

- ☐ Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
- ☐ Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
- ☐ Laasch, O. (2022), Principles of Management, 2e, Sage Textbook

- ☐ Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publg. Co. Ltd., New Delhi.
- ☐ Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- ☐ Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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.**
-

BASICS OF RETAIL MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Retail Management (GE: 5.2)	4	3	1	0	Pass in Class 12 th	NIL

Learning Objectives: The paper aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management and enable student about the retail environment, distribution process, retail market strategy and target market.

Learning Outcomes: After completion of the course, learners will be able to:

1. define the concept, objectives, and functions of the retail environment, different types and explore non-store retailing methods, online payment.
2. Categorise different types of changes in the retail environment and their impact on the retail industry.
3. explain store design and layout, retail image mix, the role and responsibilities of a store manager, inventory management, store maintenance, and logistics and distribution processes in retail.
4. discover contemporary issues in retailing, such as personnel management, cultural transformation, sustainability, and future trends in the retail industry.

Unit 1 Basics of retail management

12 hours

Concept, objective and functions of Retail Environment; Types of Retailing Formats- advantages, disadvantages: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Chain stores, Discount houses, Mom & Pop stores. Non-Stores Retailing: Vending Machine, Door to Door selling, Direct mail, Tele-shopping and E-Retailing; Online payment in retail: types, advantages and disadvantages.

Unit 2 Retail Environment

9 hours

Types of changes in the retail environment- PESTEL, Impact of changes on the retail industry. Factors affecting the choice of a Retail Location: Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations; The Internationalization Process and its significance.

Unit 3 Store Design and Distribution:

12 hours

Store Design & Layout; Retail Image Mix; Store Manager –Role &Responsibilities; InventoryManagement- Types, Pros & cons; Management of Retail Outlet/Store, Store Maintenance,Issues in Store Security; Logistics and Distribution: The Distribution Process, The stages ofdistribution; Supply chain management.

Unit 4 Evolving trends in retail

12 hours

Contemporary issues in retailing, Personnel in retail: Retail Employment, Workforce, Cultural diversity, Managing staff- ways and problems encountered, Health and Safety concerns; Cultural Transformation and Retailing, New Approaches in Retailing, Sustainability in retail, Future of retailing.

Exercises:

The learners are required to:

1. divide the class into small groups and assign each group a specific retail format, such as super markets, convenience stores, or e-retailing. Instruct each group to conduct a detailed analysis of their assigned format, including its concept, objectives, functions, and the advantages and disadvantages associated with it. They should also explore real-world examples of retailers operating in that format. Students can present their findings to the class through presentations, posters, or reports, highlighting key aspects and engaging in discussions about the diverse retail formats.
2. Assign students the task of analyzing the retail environment of a specific region or country. Instruct them to assess the impact of these changes on retail businesses, consumer behaviour, and market trends. Students can present their analysis through written reports or presentations, highlighting the key changes in the retail environment and their implications.
3. Divide the class into small groups and assign each group the task of designing the layout for a hypothetical retail store. Instruct them to consider factors such as store image, customer flow, product placement, signage, and visual merchandising. Students should create a visual representation of their store layout, accompanied by a written explanation of their design choices and the intended customer experience. During the presentations, encourage students to explain how their store design aligns with the retail image mix and the overall marketing strategy. Foster a class discussion on the importance of store design in attracting customers and enhancing the shopping experience.
4. Organize a brainstorming session where students can collectively discuss and predict the future trends and innovations in the retail industry. Provide them with prompts related to technological advancements, changing consumer preferences, sustainability practices, and emerging retail formats. Encourage students to think creatively and critically, supporting their ideas with relevant examples or case studies.

Suggested Readings:

- Newman A and Cullen P, (2001), *Retailing: Environment and Operations*, Cengagelearning, Andover, UK
- Bajaj C., Tulsi and R, Shrivastava N.V. (2010) *Retail Management*, Oxford

University Press.

- Barry B., & Evance J.R, (2006), “*Retail Management*” Prentice Hall India.
- Gibson G. And Vedamani, (2004), *Retail Management*, Jaico Publishing House, Bengaluru.
- Pradhan, S., (2007), “*Retailing Management- Text and Cases*” Tata McGraw-Hill New Delhi

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.

GE Pool for Students other than that of BA (VS) Materials Management
Semester V

B.A. (VS) MATERIALS MANAGEMENT GE 5.1:

Introduction to Materials 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		
Introduction to Materials Management GE: 5.1	4	3	1	0	Pass in Class XII	NIL

Learning objectives: This subject will to introduce conceptual framework of material management and can manage the material management process. They will understand and get familiarize internal and external of material management, material management activities, functions and organizational structure.

Learning Outcomes: After completion of the course, Students will be able to

- discuss the conceptual framework of material management and can manage the material management process.
- explain both internal and external of material management, material management activities, functions and organizational structure;
- explain production processes, machines and tools used in industries.

- analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
- explain familiarize themselves with inventory management practices and perform the material handling equipment in the stores.

Unit1: Materials Management and its linkages

9 hours

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting

9 hours

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries, Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing

9 hours

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining, Vendor relations, Purchasing Methods.

Unit 4: Inventory

9 hours

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality, Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method), Input and output of MRP system.

Unit 5: Materials handling and storage systems

9 hours

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Practical Exercise

1. You have recently been appointed as the Materials Manager in a manufacturing company. Your role involves understanding the meaning and scope of Materials Management, its functions, objectives, significance, and various interfaces within and outside the organization. Additionally, you need to comprehend the organization of Materials Management, the integrated materials management system, and its linkages

with other functional areas of management. Prepare an explanatory note to be presented to Director operations.

2. You are a production manager in a manufacturing company that operates in the process industry. Your role involves managing production processes, materials, and resources to ensure efficient manufacturing operations. You are responsible for manufacturing planning and control, materials management, materials planning and budgeting, as well as overseeing the productivity plan and utilization of machines and tools. You are required to prepare a report for presentation to MD
3. As a materials management professional, you are tasked with analyzing the purchasing function within the broader context of materials management. Using your knowledge of purchasing and procurement activities, value analysis and value engineering, purchasing and quality assurance, and inventory management, critically evaluate the impact of effective purchasing on the overall materials management system. You need to prepare report Discussing purchasing in materials management and its role in the procurement process. Analyze the key activities involved in purchasing, including supplier selection, price negotiation, contract management, and vendor evaluation.
4. You have been appointed as the inventory manager in a manufacturing company. Apply your knowledge of the need for inventory, types of inventory, characteristics of inventory, components of inventory, and basic tools and techniques of inventory management to address the issue that ABC Manufacturing is experiencing challenges in managing its inventory effectively. The company has identified issues with stockouts, excess inventory, and inefficient replenishment processes. As the inventory manager, you have been tasked with analyzing the inventory situation and proposing improvements using various inventory management techniques.
5. You have been appointed as the warehouse manager for a large retail organization. Apply your knowledge of material handling in stores, principles of materials handling systems, materials handling equipment, safety issues, physical distribution logistics, physical control of stocks, and layout of stores and warehouses to address the issue that XYZ Retail operates a central warehouse that receives, stores, and distributes a wide range of products to its retail stores across the country. The company is experiencing challenges in optimizing its material handling processes, ensuring warehouse safety, managing obsolete and surplus stocks, and improving the layout of its stores and warehouse. As the warehouse manager, you have been tasked with analyzing the situation and proposing improvements using effective material handling practices.

Suggested Readings

- Arnold, J. R. T., Champman, S. N., & Ramakrishnan, S. R. (2017). Introduction to Materials Management. Pearson Education, Inc.
- Dutta, A. K. (2013). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P., & Sundareson, M. (2006). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd., New Delhi.
- Pooler, V. H. (1997). Purchasing and Supply Management: Creating the Vision.

Chapman Hall.

- Shah, N. M. (2000). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S. C. (2008). Material Management and Materials Handling. Khanna Publishers, New Delhi.
- Varma, M. M. (2015). Essentials of Storekeeping and Purchasing. Sultan Chand and Sons, New Delhi.

Notes:

- Suggested readings shall be updated and uploaded on the college website from time to time.
- Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) MATERIALS MANAGEMENTGE 5.2:

Basics of Purchase Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE, REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Basics of Purchase Management GE: 5.2	4	3	1	0	Pass in Class XII	NIL

Learning objectives: The objectives of the course are to provide the understanding of different concepts of purchase management and equip the students about purchasing and its systems and procedures. It will also give understanding of price forecasting, special purchase systems, public buying and online purchasing/buying.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Unit 1 Introduction to Purchase Management**12 hours**

Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase 12 Hours

Sources of supply: vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting**12 Hours**

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase**9 hours**

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India, Gem portal

Practical exercise

1. ABC Company is a manufacturing organization that specializes in producing electronic devices. The company has recently recognized the need to establish a dedicated purchase department to streamline its procurement activities. As the newly appointed manager of the purchase department, you are tasked with understanding and implementing key concepts related to purchasing. you need to Analyze the importance of having a well-structured purchase department within ABC Company. How can an organized purchase department contribute to the overall success of the organization?
2. XYZ Manufacturing Company is a leading manufacturer of industrial machinery. As the procurement manager of XYZ Manufacturing, you are responsible for ensuring the smooth sourcing and procurement of materials and services for the company. You are currently facing challenges in managing various aspects of the purchasing process, including vendor selection and rating, material specifications, pre-purchase considerations, standard purchase procedures, and post-purchase issues. Evaluate the importance of effective vendor selection and rating for XYZ Manufacturing Company. Discuss the criteria and factors that should be considered when selecting vendors. How can vendor rating systems help in the decision-making process?
3. XYZ Company operates in an industry where prices for raw materials frequently fluctuate. Explain how the use of forward purchase as a special purchase system can help XYZ Company mitigate the impact of price volatility. Discuss the advantages and challenges associated with forward purchasing in such a market environment. In the context of purchasing capital equipment, analyze the

advantages and disadvantages of leasing as a special purchase system for XYZ Company. Compare the financial implications of leasing versus outright purchase and discuss the factors that should be considered when deciding between the two options.

4. XYZ Corporation is considering implementing online purchasing as part of their procurement strategy. Discuss the concept of online purchasing and its advantages for XYZ Corporation. Provide examples of specific situations where online purchasing can offer significant benefits over traditional purchasing methods. Prepare the step-by-step procedure that XYZ Corporation should follow to successfully conduct online purchasing.

Suggested Readings

- Bailky, P., & Farmer, D. (Year). Purchasing Principles and Techniques. Pitman.
- Chunawalla, S.A. (Year). Materials and Purchase Management. Himalaya Publishing House.
- Dutta, A.K. (Year). Materials Management: Procedures, Text and Cases. Prentice Hall of India Pvt. Ltd.
- Gopalakrishnan, P., & Sundareson, M. (Year). Materials Management: An Integrated Approach. Prentice Hall of India Pvt. Ltd.
- Shah, N.M. (Year). An Integrated Concept of Materials Management. Indian Institute of Materials Management, Baroda Branch, Baroda.
- Sharma, S.C. (Year). Material Management and Materials Handling. Khanna Publishers.
- Pooler, V.H. (Year). Purchasing and Supply Management: Creating the Vision. Chapman & Hall.
- Lee, L., & Dobler, D.W. (Year). Purchasing and Materials Management. McGraw Hill.
- Zenz, G.J. (Year). Purchasing and the Management of Materials. John Wiley
- <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Notes:

- **Suggested readings shall be updated and uploaded on the college website from time to time.**
- **Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

**GE Pool for Students other than that of BA (VS) Small & Medium Enterprise
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		
Launching a New Venture (GE-5.1)	4	3	1	0	12th Pass	Nil

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	0	12 th 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:

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.**

**GE Pool for Students other than that of BA (VS) Human Resource
Management**

**Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)
Stress 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		
Stress Management (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objectives: This course is aim at developing the knowledge and skills necessary to effectively recognize, understand, and manage stress in one's personal and professional life

Learning Outcomes: After completion of the course, learners will be able to:

1. demonstrate understanding of the nature, causes, symptoms and consequences of stress in personal and professional life.
2. assess stress from a scientific perspective using various theories and apply them to stress reactivity.
3. recognise the different stressors and analyze adaptive and maladaptive behaviour as a consequence to stress.
4. examine different scales that measure stress and develop their own scale to measure the stress among individuals in a particular context.
5. analyze the various coping strategies and styles used by individuals in a stressful situation and recognize the significance of techniques like yoga, meditation, mindfulness, etc. to overcome stress.

Unit 1: Meaning and Nature of Stress 7 hours

Stress: Definition, causes (Internal and external), monkey mind syndrome, types, symptoms, Difference between eustress and distress; Frustration, conflict and pressure; difference between stress and stressors, WHO report on Social determinants of mental health (2014), common stressors at work place: Stressors unique to age and gender

Unit 2: Cognitive appraisal of stress 10 hours

Theories of Stress: Selye, Lazarus, General adaptation to stress; Models for studying job stress: Person-Environment fit theory, Job demands-control model, Job demands-resource model, model, Consequences of Stress- Response Mechanism: physiological, psychological and behavioral responses associated with stress; Stress and Memory; Stress and Other Cognitive Variables (eg. Burnout, depression, etc.); Stressful environmental conditions on performance.

Unit 3: Behavioural aspects of Stress 10 hours

Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress, Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress

Unit 4: Performance and Stress Intervention :9 hours

The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies, Universal scales to measure Stress- perceived stress scale (PSS) by Cohen, Depression Anxiety and Stress Scale (DASS), Examples of Job stress scales - Job stress questionnaire, coping scales.

Unit 5: Coping with stress :9 hours

Challenging Stressful Thinking; Coping Theories: Types of coping- Trait-Oriented Theories versus State-Oriented Theories, Microanalytic Approach versus Macroanalytic Approach, Coping Styles- Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards; Preparing for future: Care of the Self, Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation, mindfulness.

Exercises:

The learners are required to:

1. document the various sources of stress and pressure as a student and its symptoms.
2. apply the different theories of stress in different situational contexts depending on the stimulus, response, or personality trait.
3. review and document various empirical studies that discuss several determinants, and moderators in the stress process and understand the role of emotional regulation in it.
4. develop a stress scale using appropriate Likert anchors indicating low, medium or high stress levels and operationalize it among fellow students to assess their stress levels. Discuss the results and causes thereof in class.
5. practice meditation and mindfulness in class and reflect upon it to overcome stress. Share the experience in class.

Suggested Readings

- Clayton, M. (2011). Brilliant stress management: How to manage stress in any situation. Great Britain Pearson Education.
- Dutta, P.K. (2010) Stress management Himalaya, Himalaya Publishing House
- Ghosh, M. (2015). Health Psychology: Concepts in Health and Well-being. Pearson Education.
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Roy, S. (2012) Managing stress, Sterling Publication

- Taylor, S. E. (2012). Health Psychology (7th Edn). New Delhi: Tata McGrawHill.
- https://apps.who.int/iris/bitstream/handle/10665/112828/9789241506809_eng.pdf

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

B.A. (VS) Human Resource Management
Semester V
GENERIC ELECTIVE COURSE (GE- 5.2)
Team Building and Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Team Building and Development GE-5.2	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to teach students importance of building and working in teams in business and industry. The course will examine basic structure of a team, the stages of their development and their management and evaluation.

Learning Outcomes:

After completion of the course, learners will be able to:

1. learn about teams within an organization, their types and analyze the unique features of each of its types.
2. discuss and demonstrate understanding of the various ways of building an effective team.
3. evaluate techniques to manage teams at each stage of Development.
4. design shared vision and articulate business strategy of a hypothetical organisation to create high performing team.
5. examine and explore methods and techniques of assessing team performance.

Unit 1: Understanding Teams -8 hours

Define Team and Group, Difference between Team and Group, Characteristics of a Team,
Strength of a Team, Limitations of a Team, Types of Teams: Functional or Department Team,
Cross Functional Teams, Self-Managing Team, Virtual Team, Operational Team, Problem Solving Team.

Unit 2: Team Building : 8 hours

Meaning and importance of Team Work, Psychology of Team Building, Team Building Process, Goal Setting and Problem Solving.

Unit 3: Stages of Team Building

8 hours

Stages of Team Development- Tuckman's Model etc, Team Leader, Belbin Team Roles- Action Oriented Roles, People Oriented Roles and Cerebral Roles; Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM).

Unit 4: Leading Transformation through high Performance Teams 8 hours

Leading Transformation: Context, Shared Vision, Strategy, Wheel of Transformation Model,
Determinants of High Performing Teams: 12 Cs; Leading Innovative Teams – Employee First Customer Second.

Unit 5: Evaluation of Team Performance 8 hours

Measuring Team Effectiveness-Creating Objectives, Measuring Productivity, Time Management, 360 Degree Feedback; Problem Solving and Conflict Resolution in Teams.

Exercises:

The learners are required to:

1. Form small groups of students in class and assign each group a scenario involving a team or a group. Ask them to analyze the characteristics and behaviors that are exhibited by members in the scenario and determine whether it represents a team or a group.
2. Build a skill matrix for your team to develop right skills and competencies to achieve desired goals of organisation. Also identify various training needs of your team in the process.
3. Search and look out for online tools to maintain effective communication with virtual team members so they always feel welcome in organisation. Team members working in remote mode or working in different time zones can often feel left out from mainstream and could fail to build rapport.
4. Create a Team Charter of your team and provide it to your team member's. students should collaborate with fellow classmates forming small groups to

complete a task as assigned. Together they would develop a set of team norms or guidelines that will govern their behavior and interactions throughout the project. They should consider aspects such as communication, decision-making, accountability, and conflict resolution. Students can share their team norms with the class, highlighting the importance of establishing clear expectations for team behavior

5. Review and discuss a case study that presents a hypothetical transformational change initiative. Ask students to apply the Wheel of Transformation Model to analyze the case and identify the key components required for successful transformation. They should assess the alignment of each component, including leadership, vision, strategy, resources, and processes. Students can present their analysis, discussing the strengths and areas for improvement in the transformational process.
6. Work in teams and assign them a project or task to complete within a specific timeframe. After the completion of the task, ask each team to conduct a self-assessment of their performance. They should evaluate their teamwork, communication, problem-solving, and overall effectiveness as a team. Students can use a standardized evaluation form or develop their own criteria for assessment.

Suggested Readings:

- Dyer, W. G. J., Dyer, J. H., & Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. New Jersey: John Wiley & Sons.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2). 111-120.
- Kohn, S. E., & O'Connell, V. D. (2007). 6 Habits of Highly Effective Teams.
- Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester V
GENERIC ELECTIVE COURSE (GE- 5.1)

Generic Elective (G. E.)- Cultural Diversity: Tangible and Intangible Heritage
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		
Cultural Diversity: Tangible and Intangible Heritage	4	3	1	0	Pass in class XII	NIL

Learning Objective:

This course is designed for the students of vocational courses to understand the Indian cultural traditions and heritage (tangible & intangible both) from ancient to contemporary times. It highlights the plurality of Indian culture through the medium of art, music and dance, architecture, language and literature. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

1. Student will understand the evolution of tourism industry through the study of tangible & intangible cultural heritage of India.
2. Will learn how to understand, assess and evaluate interconnection between cultural traditions and tourism.
3. Learners will become aware of role of architecture as a form of tangible heritage in promotion and development of tourism.
4. The student will also come to know about intangible cultural heritage like language

and literature.

Unit I: An Introduction to Indian Cultural Diversity (09 hours)

Definitions of Culture and its various aspects : (i) Perspective on Cultures: Indian Cultural tradition: An overview (ii) Plurality of Cultures: Social Content of Culture, Patriarchy and Gender issues.

Unit II: Performing Arts (12 hours)

Performing Arts, Hindustani, Carnatic classical Music, Devotional music: *bhakti* and *Sufi* saints, Dance: Classical and Folk, Theatre: Classical, Folk, Colonial and Modern

Unit III: Architecture: Evolution & Forms (12 hours)

Architecture: Meanings, form and Function, Urbanisation. Harppan town planning, Rock-cut- Mamallapuram, Structural – temple architecture- Khajuraho complex and Tanjavur temple; Fort –Agra and Golconda forts, Colonial – Lutyen's Delhi, Victoria Terminus (Chhartrapati Shivaji Terminus Railway Station, Mumbai)

Unit IV: Literature through Ages (12 hours)

Language and Literature, Sanskrit: Kavya - Kalidasa's *Abhigyanshakuntalam*, Prakrit: *Gatha Satasai*, Indo-Persian Literature: Amir Khusro's works, Urdu poetry and prose: Ghalib, Hindi prose and poetry : Bharatendu Harishchandra , Mahadevi Verma

Practical component-

- Interactive sessions in the form of group discussion or group presentations.
- Using of audio-visual aids and power point presentation as a part of post field visit exercise.
- A visit to any heritage site/museum.

Essential readings

- Basham A.L., *The Wonder that was India*. Volume I, New Delhi.
- Gupta S. P., *Elements of Indian Art*, DK Print World, 2007
- Brown Percy, *Indian Architecture, Buddhist Hindu and Islamic*, Vol. I, II, Mumbai, 1956.
- Asher Catherine, (ed.): *Perceptions of India's Visual Past*, AIIS, Delhi, 1994. • Asher Catherine, *Architecture of Mughal India*.
- Vatasayana Kapila; *Indian Classical Dance*, Publications Divisions, New Delhi, 1974 (in Hindi Translation also)
- Majumdar, R.C. ed. *The History and Culture of the Indian People*, Vol. 3 (The Classical Age), Bhartiya Vidya Bhawan, Bombay, 1954. (chapters XV, XIX)

Suggestive readings

- Chandra Prainod, ed, *Studies in Indian Temple Architecture*; Chapter 1. AIIS, 1975.
- Deva, B.C., *An introduction to Indian Music*, Delhi, 1973. B.A. (VS) Tourism Management CBCS
- Maxwell, T.S., *Image: Text and Meaning: Gods of South Asia*, OUP, Delhi.
- Tillotson G, *Havelis of Rajasthan*.
- Zimmer, H., *Myths and Symbolism in Indian Art and Civilization*, Princeton Press, • New Jersey, N.D.
- Cohn. Bernard, *India: The Social Anthropology of a Civilization in Bernard Cohn Omnibus*, OUP, 2004.
- Venkatasubramanian, T.K. *Music as History in Tamil Nadu*, Primus Books, Delhi, 2010.

Notes:

1. Suggested Readings will be updated and uploaded on college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

List of GE's offered by Department of Political Science (CVS) for All Vocational Courses
Semester V

GENERAL ELECTIVE COURSE - 5.1 (GE-5.1)
Polity and Governance in India

Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Polity and Governance in India	4	3	1	0	Pass in Class XII	NIL	Political Science

Learning Objective

The course aims to acquaint student with philosophy of constitution of India and institutional functioning over the years. Students are required to know not only constitutional provisions and political system but also guiding principles and values concerning conflicting themes (liberty and equality, decentralisation and strong union). Besides the course contents will also help students to develop proper perspectives on secularism, majoritarianism and globalisation.

Learning Outcomes

1. To familiarize students with different approaches to study Indian politics.
2. To analyse the core philosophy and basic features of constitution of India, to enable the students to know debate on fundamental Rights and Directive principles of state policy.
3. To make student understand the institutional functioning over the years and how do factors like class, caste and gender influence power structures at multiple levels. To enable the learners to look at the contested themes like secularism and communalism from varying perspectives. To help undergraduate students comprehend nature and evolution of party system.
4. To familiarize students with development strategies since independence with special focus on liberalization since 1990s. To enable undergraduate learners to comprehend origin, progress as also impact of these social movements on various facets of development in India.
5. To enable students, make sense of globalisation and its various dimensions at length to

help undergraduates to analyse the impact of globalisation process on economy, polity, society and administration in Indian context.

SYLLABUS OF GE

Unit -1 (10 hours)

Reading Indian State

Approaches to the Study of Indian Politics and Nature of the State in India: Liberal, Marxist and Gandhian

Unit -2 (10 hours)

The Constituent Assembly and the Constitution

- a) Philosophy of the Constitution, the Preamble, and features of the Constitution.
- b) Citizenship, Fundamental Rights, Directive Principles and Fundamental Duties

Unit- 3 (15 hours)

Institutional design, issues and challenges

- a) Institutional Functioning: Prime Minister, Parliament and Judiciary.
- b) Power Structure in India: caste, class and patriarchy,
- c) Religion and Politics: debates on secularism and majoritarianism,
- d) Parties and party system in India

Unit -4 (15 hours)

The Developmental Trajectory

- a) Strategies of Development in India since Independence: Planned economy and Neo Liberalism.
- b) Social Movements: Workers, Peasants, Environmental and Women's Movement

Unit -5 (10 hours)

Globalisation

- a) Role of state in the era of Globalisation
- b) Globalisation and its impact on economy, society, politics and administration

Essential/recommended readings

Reading Indian State

Narang, A.S(2015): India Political System, Process and Development, New Delhi, Gitanjali publication,1-14

Hasan, Z(ed.) (2012): Politics and State in India, New Delhi, Penguin Books,11-31.

Singh, M.P. & Saxena, R. (2008) Indian Politics: Contemporary Issues and Concerns. New Delhi: PHI Learning,1-165

Chandhoke, N. & Priyadarshi, P. (eds.) (2009) Contemporary India: Economy, Society, Politics, New Delhi: Pearson,19-82

The Constituent Assembly and the Constitution

G. Austin (2010), 'The Constituent Assembly: Microcosm in Action', in The Indian Constitution: Cornerstone of a Nation, New Delhi: Oxford University Press, 15th print, pp.125.

R. Bhargava (2008), 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: Oxford University Press, pp. 1-40.

S.K. Chaube (2009), The Making and Working of the Indian Constitution, Delhi: National Book Trust [Ch.III: The Spirit of the Indian Constitution, pp.21-29].

Basu, D.D(1960): Introduction to the Constitution of India, Wadhwa and Company Law Publisher, New Delhi ,79-137

Austin, G. (2004) Working of a Democratic Constitution of India. New Delhi: Oxford

University Press.

Subhash Kashyap (2017), *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, New Delhi: National Book Trust.

V. Rodrigues (2008), 'Citizenship and the Indian Constitution', in R. Bhargava (ed.) *Politics and Ethics of the Indian Constitution*, New Delhi: Oxford University Press, pp.164-188.

Institutional design, issues and challenges

Fadia, B.L(2002): *Indi and government and Politics*, Sahitya Bhawan Publication, Agra,68-135

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin,599-630

Narang, A.S(2015): *India Political System, Process and Development*, New Delhi, Gitanjali publication,111—180,309-446

Chandhoke, Neera (2019): *Pluralism, Secularism, and Tolerance: Anxieties of Coexistence*, New Delhi, Sage

Jayal, N. G& Mehta, P.B(2010): *The oxford Companion to Politics in India*, New Delhi, Oxford Companion,139-179

Hasan, Z (ed) (2012): *Politics and State in India*, New Delhi, Penguin Books,89-107

Abbas, H., Kumar, R. & Alam, M. A. (2011) *Indian Government and Politics* New Delhi: Pearson, 2011.

The Developmental Trajectory

Sen,A & Dreze,J (2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books,17-44

Nayar,B .R (ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press ,90-148

Chandra, B., Mukherjee, A. & Mukherjee, M. (2010) *India Since Independence*. New Delhi: Penguin.,442-598

Rao, M.S (2008): *Social Movements in India*, New Delhi, Manohar publication,17149,319-379

Shah, G (2004): *Social movements in India*, New Delhi, Sage publication,180-203,242 260 61 62

Globalisation

Nayar,B .R(ed)(2007):*Globalization and Politics in India*, New Delhi, Oxford University Press,387-526

Sen, A & Dreze, J(2013):*An Uncertain Glory: India and Its Contradiction*, New Delhi, Penguin Books ,107-212

B. Chakrabarty and M. Bhattacharya (eds.) *The Governance Discourse*. New Delhi: Oxford University Press,1998

Surendra Munshi and Biju Paul Abraham (eds.), *Good Governance, Democratic Societies and Globalisation*, Sage Publishers, 2004

Jayal, N.G. & Maheta, P.B. (eds) (2010) *Oxford Companion to Indian Politics*. New Delhi: Oxford University Press,510-520

Nayyar, D(ed) (2002): *Governing Globalization: Issues and Institutions*, Oxford University Press, New Delhi·

List of GEs offered by Department of Insurance Management (CVS)
Semester V

GENERIC ELECTIVE COURSE (GE - 5.1)

Risk Management & Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Risk Management and Insurance (GE-5.1)	4	3	1	0	Pass in class 12th	Nil

Learning Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

Learning Outcomes: After completion of the course, learners will be able to:

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Unit 1: Risk and Uncertainty -11 Hours

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects: 12 Hours

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk :12 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview : 10 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; reinsurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Suggested Readings:

- Arunajatesan S. & T. R. Viswanathan. (2009). *Risk Management and Insurance*. Macmillan Publishers Ltd.
- Dorfman S. Mark (2012, 1987). *Introduction to Risk Management and Insurance*. Eighth Ed, Prentice-Hall.
- Hampton John J. (1993). *Essentials of Risk Management and Insurance*. American Management Association (Amacom).
- Holyoake Julia & Weipers Bill Insurance, (2002). Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
- Patukale Kshitiz (2009). *Insurance for Everyone*. Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
- Rejda, G. E. & McNamara M. (2017). *Principles of Risk Management and Insurance*, Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008). *Risk Management & Insurance*. Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015). *Fundamentals of Risk Management and Insurance*

B.A. (VS) Insurance Management Semester V
GENERIC ELECTIVE COURSE (GE - 5.2)

Introduction to Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Introduction to Insurance GE – 5.2	4	3	1	0	Pass in class 12 th	-

Learning Objectives: The course aims to familiarize the students with the origin and growth of insurance and explain the terms frequently used in the insurance industry. It covers the fundamental guiding principles of insurance.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the origin and evolution of insurance
2. demonstrate the various principles of insurance on different insurance products
3. distinguish the types of insurance and explain the need for different products.
4. appraise the contemporary insurance scenario and its challenges.

Unit 1: Origin & basic concepts (10 Hours)

Insurance – origin and growth Insurance, law of large numbers, insurance premium (building blocks, factors), insurable loss exposure, adverse selection and moral hazard

Unit 2. Principles of Insurance I (12 Hours)

Principal of Indemnity, Principle of Insurable Interest. Principle of Utmost good faith (Uberrimae Fidei)

Unit 3. Principles of Insurance II (12 Hours)

Principle of proximate cause, Principle of Contribution, Principle of Mitigation of Loss, Principle of Subrogation

Unit 4. Types of Insurance & contemporary developments (11 Hours)

Life, Health, Property, Fire, Marine, Motor, agricultural and Liability insurance: need, scope, coverage; Liberalisation, Globalisation and reforms in the Indian insurance sector, Contemporary issues: future opportunities and challenges; Bancassurance, Re-insurance

Exercises:

The learners are required to:

1. organise group presentations in class comparing the growth and practice of insurance in India & the world (Unit1)
2. make a presentation covering case studies based on the application of

- insurance principles on the compensation received by the insured. (Unit2 & 3)
3. make a project on the popularity and awareness of different insurance products based on primary data (Unit4).
 4. examine the opportunities and challenges facing the insurance industry through Case Studies (Unit4).

Suggested Readings:

- Dorfman, M. S. (2012). *Introduction to Risk Management and Insurance* (10th ed.). Prentice-Hall.
- Gupta, P.K. (2017). *Fundamentals of Insurance*. Himalaya Publishing House.
- Hansell, D. S. (1979). *Elements of Insurance* (3rd ed.). Macdonald & Evans Ltd.
- Holyoake, J. & Weipers, W. (2002). *Insurance* (4th ed.). CIB Publishing.
- Huebner, S. S. & Black, K. (1972). *Life insurance* (8th ed.). Appleton-Century-Crofts.
- Pal, K. (2019). *Insurance management principles and practice*. Deep & Deep Publications.
- Rejda, G. E. (2017). *Principles of Risk Management and Insurance* (13th Ed.). Pearson Education.
- Skipper D. Harold & Kwon W. Jean (2008) *Risk Management & Insurance* Blackwell Publishing, Wiley India
- Vaughan E.T. & T. Vaughan (2015) *Fundamentals of Risk Management and Insurance*.

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.

Insurance Management

Semester-VI

DSC	Underwriting and Claims Management
	Digital Economy
	Health Insurance
DSE	Financial Statement Analysis
	Digital Insurance
	Ethics and Corporate Governance
	Data Analysis
	Basic Development Economics
	Strategic Management
<u>GE Pool For BA(VS) Insurance Management Students</u>	
1.	Emerging Trends in Tourism
2.	Institutional Tourism Management
3.	Office Operations
4.	Communication in Management
5.	Basics of Advertising
6.	Consumer Behaviour and Decision Making
7.	Introduction to Warehouse Management
8.	Introduction to Supply Chain Management
9.	MSMEs Policy Initiatives and Institutional Framework
10.	Accounting for Entrepreneurship
11.	People Management
12.	Learning and Development
13.	Cultural Diversity: Visual Arts, Popular Culture, and Institutional Practices
14.	Introduction to Administration and Public Policy in India
<u>GE Pool for students other than that of BA(VS) Insurance Management</u>	
1	Basics of Life Insurance
2	Basics of non-Life Insurance

B.A. (VS) Insurance Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.1)
Underwriting & Claims Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Underwriting & Claims Management DSC – 6.1	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize students with the concept and practice of insurance underwriting for life and non-life insurance products. It also covers the claim settlement process and the regulatory framework applicable to insurers.

Learning Outcomes: After completion of the course, learners will be able to:

1. describe the fundamentals of underwriting, both in life and general insurance products.
2. discuss actuarial principles and various risk classes and their assessment factors in individual assurance underwriting.
3. describe the claim process in insurance, especially in general insurance.
4. explain the regulatory norms and redressal procedure for disputed claims.

Unit 1: Introduction to Underwriting

12 Hours

Meaning, & fundamentals, importance, underwriting philosophy & guidelines, actuarial principles, sources of underwriting information, underwriting and pricing of product, assessment & management of exposure, other contingency risks to solvency, underwriting of life insurance and general insurance.

Unit 2: Risk & underwriting decisions

11 Hours

risk classes & risk assessment factors in individual assurance underwriting, group underwriting and renewal cases, underwriting regulations & requirements, field underwriting, tele-underwriting, making an underwriting decision, numerical rating system, issue of policy, postponement, declinature of proposal, technology in underwriting, common underwriting lapses and their impact.

Unit 3: Claim Management

11 Hours

Concept, importance, and classification of claims, claim management procedure and system for different types of claims, role of the insured & insurer, claim settlement & significance, the importance of investigations and the role of Investigators.

Unit 4: Regulatory framework

11 Hours

Regulatory and legal impact on claims management, the relevance of different claim documents, disputed and complicated claims, Litigation & Arbitration, third party liability claim, and grievance redressal mechanism, importance and uses of claims information, including the underwriting file, uses and importance of claims reserving, indemnity for a personal lines claim, and the process for disputed declined personal lines claims.

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Kenneth. B. and Skipper H (2003). *Life and Health Insurance*, (13th Edition), Pearson (Indian Economy Edition).
- Rejda. G., McNamara. M., (2016). *Principles of Risk Management and Insurance*. Pearson Education
- Trieschman, Gustavson and Hoyt. (2000). *Risk Management and Insurance*, Western College, Cincinnati, Ohio.
- S. Heubner (LBRARO Life Insurance,).
- Claims Management, ICFAI Vol. I & II.
- Life Insurance Underwriting by I.I.I.
- Life Insurance volume I, II & III by ICFAI

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) Insurance Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.2)
Strategic Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Strategic Management DSC – 6.2	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize students with the concept and implementation of strategies. The course also provides basic understanding of the business environment and different strategies that can be adopted to manage competitors.

Learning Outcomes: After completion of the course, learners will be able to:

1. describe the components of strategic management
2. examine business environment of any industry through the use of models studied
3. critique the use of alternative models and grand strategies for businesses with multiple product units
4. develop a strategy for any company in view of its structure, leadership, culture and impact of technological changes

Unit 1: Introduction

12 Hours

Concept and significance, process, components of strategic management model, mission, vision and objectives (Balanced score card).

Unit 2: Business Environment

11 Hours

Scanning the external environment, Industry Analysis, Opportunities and threats analysis; Internal Environment-core competencies, SWOT MatrixPorter's Five Forces Model, McKinsey's 7s framework, PEST analysis with reference to the insurance industry

Unit 3: Strategic alternatives

11 Hours

BCG and GE Models, Concepts of Synergy, Corporate, Business and Functional Level Strategies, Generic (Overall cost leadership, Focus and differentiation) and Grand Strategies, Growth strategies (Diversification and integration), Turnaround strategy, Outsourcing/external service providers.

Unit 4: Implementation & Control

11 Hours

Impact of Structure, power, politics and leadership, culture, Managing change (impact of technological advances with special focus on the Insurance sector)

Guiding and evaluating strategy – role of board of directors, planning and resource allocation, compliance with regulation, risk management, stress and scenario testing, corporate governance.

Exercises:**The learners are required to:**

1. make presentation on the components of strategic management of any insurance or other company of your choice (Unit1).
2. make a group project applying a model of your choice to study the business environment in India or globally for any insurance company. (Unit2).
3. create a case study of growth/grand strategies adopted by the top ten insurance leaders for class presentation (Unit3).
4. make a group to develop a strategy for any less profitable company to turnaround the situation, keeping view its structure, leadership, culture and impact of technological changes(Unit4).

Suggested Readings:

- Pearce J.A., Robinson Jr. B.R., Mital A. (2017) Strategic Management formulation, implementation and control, Tata McGraw Hill, New Delhi.
- Pearce A.J., Robinson B.R., Mital A. (2018) Strategic Management: Planning for Domestic and global competition. Tata McGraw Hill, New Delhi.
- Srinivasan. R. (2020). *Strategic Management: The Indian Context*. Prentice Hall India.
- Thomson. A.A., Peteraf A. M., Gamble E.J., Strickland. III.A.J. (2021) Crafting and Executing Strategy, The Quest for Competitive Advantage: Concepts and Cases (22nd edition, SIE).

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) Insurance Management
Semester VI
DISCIPLINE SPECIFIC CORE COURSE (DSC- 6.3)
Health Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Health Insurance DSC – 6.3	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to offer an integrated approach to the understanding of the concept of health, healthcare delivery system, and the Indian insurance scenario.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the concept of health, health insurance and the Indian health insurance sector
2. compare the various health insurance products.
3. develop skills to process health insurance claims settlement.
4. demonstrate the concept of actuarial models for health insurance.

Unit 1. Introduction

10 Hours

Concept and determinants of health outcomes, healthcare delivery system and current status of healthcare in India. Concept of health insurance, meaning, need, salient features and importance of health insurance. Health economics and its role in health care financing. Indian scenario and players, and issues in health insurance in India. Global health insurance environment.

Unit 2. Health Insurance Products

12 Hours

Scope of health insurance. Types of benefits, policy term, monetary benefits and service benefits, policy conditions.

The individual perspective: the need for health insurance, individual cash flows, the time profile of health care costs, risk transfer via insurance, temporary insurance covers, a lifelong insurance cover, financing health-related expenses. Group indemnity plans. Mediclaim policy. Overseas medical insurance. Floater plans. Comprehensive coverage plans. Long term care insurance (LTCI). Travel insurance. Micro health insurance. Health insurance plans for senior citizens. Disease management plans. Critical illness insurance, types of benefits, multiple critical illness benefits. Social security insurance schemes and their effectiveness.

Unit 3. Health insurance claims

12 Hours

Claim procedure and documentation. In house claim settlement and third-party administrators (TPA's). IRDA's Regulations for TPA. Role and Responsibilities of TPA. Network Hospitals and Cash Less Facility. Special policies for critical illnesses. Top up cover.

Claim settlement. tackling inflated and fraudulent claims. Cost control by insurers through preventive health care and customer responsiveness. Loss of income and other expenses covers. Health insurance riders. Tax benefits for health insurance. Health insurance Portability.

Unit 4. Actuarial aspects of health insurance

11 Hours

Introduction to actuarial aspects, technical features of premium calculation. Health insurance underwriting: significance and process. One-year covers, notation and assumptions, from equivalence premiums to gross premiums, statistical estimation, risk factors and rating. Classes premium calculation, multi-year covers, reserves.

Risks inherent in the random life time. The individual life time, the longevity dynamics managing the longevity risk. The problem of moral hazard and adverse selection in health insurance

Exercises:

The learners are required to:

1. gather information about key health insurance players and prepare a report on the growth of health insurance in India (Unit1).
2. compare and contrast the health insurance products of any three health insurers and prepare a report (Unit2).
3. make a group presentation on different types of health insurance claims (Unit3).
4. Solving numerical problems related to health insurance premiums (Unit4).

Suggested Readings:

- A, S., & Thomson, S. (2016). *Voluntary Health Insurance in Europe: Country Experience*. WHO Regional Office for Europe.
- Black, K., & Skipper, H. D. (2000). *Life & Health Insurance*. Pearson Education.
- Mahendran, T. (2008). *Health Insurance Sector in India*. Abhijeet Publications.
- McGuire, T. G., & Van Kleef, R. C. (2018). *Risk Adjustment, Risk Sharing and Premium Regulation in Health Insurance Markets: Theory and Practice*. Elsevier Science.
- Medicine, I., Services, B. H. C., & Uninsurance, C. C. (2002). *Care Without Coverage: Too Little, Too Late*. National Academies Press.
- Morrissey, M. A. (2020). *Health Insurance*. Health Administration Press.
- Patukale, K. (2021). *Medicclaim and Health Insurance: Bestseller Book by Kshitij Patukale: Medicclaim and Health Insurance*. Prabhat Prakashan.
- Pitacco, E. (2014). *Health Insurance: Basic Actuarial Models*. Springer International Publishing.
- Rice, T. (2021). *Health Insurance Systems: An International Comparison*. Elsevier Science.

- Thomson, S., Sagan, A., Mossialos, E., & North, J. (2020). *Private Health Insurance: History, Politics and Performance*. Cambridge University Press.

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) Insurance Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.1)

Financial Statement Analysis

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Financial Statement Analysis DSE 6.1	4	3	1	-	Pass in class 12th	-

Learning Objectives: The course aims to familiarize students with the information contained in corporate annual reports. The course will equip students to understand and evaluate financial statements from the perspectives of different stakeholders.

Learning Outcomes: After completion of the course, learners will be able to:

1. identify financial information located in different financial statements which are a part of any corporate annual report.
2. compare the financial changes in any listed Indian company through the vertical or horizontal analysis.
3. appraise the financial performance of any listed Indian company through a financial ratio analysis.
4. judge the effectiveness of cash management of any listed Indian company.

Unit 1: Introduction

16 Hours

Financial statements, uses & limitations, users of accounting information, brief introduction to Indian accounting standards, a brief introduction to the financial information contained in the statement of profit & loss, balance sheet, cash flow statement, board of directors' report, and disclosure of significant accounting policies in the corporate annual reports of listed companies. Financial statements format as per Companies Act, 2013, Content of annual reports, Quality of financial reporting, Reporting regulation in India.

Unit 2: Techniques of financial statements analysis

10 Hours

Comparative and common-size statements: horizontal and vertical analysis, and trend analysis, study from the Annual reports of a few listed Indian companies. Report preparation of financial statement analysis, Types of business combinations, consolidated financial statements, Consolidated financial, statements, Consolidated financial statements. Window dressing, Window dressing, Recent scandals in financial reporting, Recent scandals in financial reporting.

Unit 3: Ratio Analysis

9 Hours

Analysis of liquidity, solvency, profitability, activity and market ratios; Du Pont analysis, ratio analysis from the Annual reports of a few listed Indian companies.

Unit 4: Cash Flow Analysis

10 Hours

Importance and objectives, structure of Cash flow statement (Financing, investing and operating activities), Preparation of Cash Flow statement as per prevailing accounting standard, Cash flow analysis from the Annual reports of a few listed Indian companies.

Exercises:

The learners are required to:

1. download soft copies of corporate annual reports of any listed Indian company & identify relevant financial information
2. differentiate at least two listed Indian companies after preparing their comparative & common size financial statements for three years.
3. appraise the operating efficiency, solvency, profitability and liquidity position of any listed Indian company on the basis of the ratio analysis from its financial statements.
4. appraise the cash management of any listed Indian company using the cash flow statements stated in the corporate annual report.

Suggested Readings:

- Bhattacharyya, Asish K. (2019) Corporate Financial Reporting and Analysis, Second Edition: PHI Learning Pvt. Ltd.
- Dhamija. S. (2020). *Financial Reporting and Analysis*. Sultan Chand. New Delhi.
- Friedson, M. S., & Alvarez, F. (2022). Financial Statement Analysis: A practioners' Guide. New Jersey: Wiley.
- Lal, J., & Gauba, S. (2018). *Financial Reporting and Analysis*. Delhi: Himalaya Publishing House.
- Rao, P.M., Financial Statement Analysis and Reporting. (2021): PHI Learning Pvt. Ltd.
- Subramanyam, K. R.(2020). *Financial Statement Analysis*. McGraw Hill.
- S. Agnihotri, (2021). *Financial Statement Analysis and Reporting*. A.K. Publications, New Delhi.
- Tulsian, P. C., Tulsian, B., & Tulsian, T. (2022). *Analysis of Financial Statements*. New Delhi/NCR: T com Prints.
- Young S. D, Cohen, J. , Bens, A. D.,(2018) *Corporate Financial Reporting and Analysis: A Global Perspective*, 4th Edition. Wiley.

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) Insurance Management
Semester VI**

**DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.2)
Digital Insurance**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Digital Insurance DSE– 6.2	4	3	1	-	Pass in class 12th	NIL

Learning Objectives: The aim of the course is to impart knowledge of the concepts, principles, and practices of digital insurance and identify the challenges and disruptions faced by traditional insurance companies in the digital era. It also aims to examine the role of innovation in the insurance sector and understand how emerging technologies, such as artificial intelligence, big data analytics, blockchain, and Internet of Things (IoT), are driving innovation and creating new opportunities in insurance.

Learning Outcomes: After completion of the course, learners will be able to:

1. Demonstrate knowledge of the digital transformation of the insurance industry and its impact on insurance products, processes, and customer interactions
2. Identify and comprehend different levels of innovation in the financial services sector.
3. Identify and evaluate the critical success factors that drive the adoption and successful implementation of digital insurance.
4. Explore how digital insurance can provide personalized products and services, real-time data analysis, seamless transactions, and enhanced convenience for customers.
5. Understand the importance of data security in the insurance industry and the potential risks and vulnerabilities associated with data breaches, and its impact thereof

UNIT-1 Innovation in Insurance

9 hours

Innovation and financial services – Levels of innovation – Digital insurance: Status of insurance companies - Strategic choices for insurance companies in the digital age – Challenges - Digital insurance as a new model for financial institutions - Protecting customers with better security - Effective and compliant insurance companies – 4 P's of digital insurance.

UNIT-2 The Management of Digital Insurance

9 hours

A digital insurance model – customer perspective - Corporate digital insurance – drivers - Online-only insurance companies - The value of digital insurance - Critical success factors – Different models - Multigenerational view - Marketing digital insurance - Marketing mix – economics of digital insurance – SWOT – Fraud in digital insurance

UNIT-3 Digital insurance solutions**9 hours**

Enterprise architecture - Processes in an insurance company – Demand to order – Order to remittance – Record to report processes - Procure-to-pay - Supporting systems - Intranets and extranets in insurance companies - Management of the digital insurance infrastructure - Mobile – Big Data Analytics – Cloud Computing - Unified content management

UNIT-4 Governance and Regulatory Framework**9 hours**

Lean and Digitize project management - Data management – Security - Regulations for insurance organizations – IRDAI norms – Protection of policyholders - Support to compliance.

UNIT-5 Digital Insurance Throughout the World**9 hours**

Digital insurance across the world – Future of digital insurance: Application innovations (Artificial intelligence, Robotics process automation, Anticipatory computing, Social networks) - Technological innovation (Internet of things, Wearable technology) - Network innovations (5G networks, Web 2.0, Web 3.0).

Exercises:**Learners are required to:**

1. Form groups and brainstorm innovative insurance product ideas that leverage digital technologies and address customer needs. They will also develop a business plan or product proposal for one of the innovative ideas, considering factors such as market analysis, competitive landscape, target audience, and financial feasibility.
2. Develop a comprehensive implementation plan for adopting digital insurance within the chosen organization. Identify the critical success factors discussed in the curriculum and incorporate them into the plan. Define specific objectives, strategies, and action steps for each success factor, considering the organization's current state and future goals.
3. Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for an insurance company planning to implement digital insurance.
Assess the critical success factors within the context of the company's internal strengths and weaknesses, as well as external opportunities and threats.
4. Choose an insurance company and analyse its compliance with relevant regulations and IRDAI norms. Conduct a gap analysis to identify areas where the company may not fully comply with the regulatory requirements and what can be its consequences from various perspectives.
5. Select a popular digital insurance platform. Conduct research with regard to their business model and how the organization is utilizing AI tools to reach the customers and market. Student should explain the organization's model, the technologies they incorporated, and how their solution addresses the identified challenges. Encourage them to highlight the potential benefits and advantages of their concept.

Suggested Readings:

- Afuah, A. (2003), Innovation Management: Strategies, Implementation, Profits, Oxford University Press, Oxford, UK.
- Boiko, B. (2002), Content Management Bible. John Wiley & Sons, New York.

- Buchner, A. (2006), Marketing Life Insurance Online. Jupiter Research, New York. 4.
- Kalakota, R., Robinson, M. (2002), M-business: The Race to Mobility, McGraw-Hill, New York
- Nicoletti, B. (2013), Cloud Computing in Financial Services, Palgrave-Macmillan, London.
- Saha, Surya.N. (2023). *Insurtech Disrupted: How AI is changing the game of insurance*. Evincepub Publishing
- Sahoo, S.C & Das, S. C, (2018). Insurance Management. Himalaya Publishing House
- Vanderlinder, L.B.S., Millie, S.M., Anderson, N., & Chishti, S. (2018). *The INSURTECH Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries*. Wiley (1st Ed).

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 Examinationbranch, University of Delhi from time to time.**

B.A. (VS) Insurance Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.3)
Ethics And Corporate Governance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Ethics and Corporate Governance (DSE-6.3)	4	3	1	-	Pass in class 12th	Nil

Learning Objective: This course is designed keeping in view the dominant role that modern corporations play in creating desirable economic, social and environmental outcomes for the society. The aim of the course is to impart basic knowledge of business ethics and values and its relevance in modern day context. The course outlines the key theoretical and practical issues underpinning the study of both corporate governance (CG) and corporate social responsibility (CSR) in an integrated fashion.

Learning Outcomes: After completion of the course, learners will be able to:

1. analyze the concepts, tools and theories of ethics and the issues in ethics.
2. recognize the essence of ethics in business.
3. develop decision-making skills with regard to ethical governance.
4. explain the structure and aspects of corporate governance principles and various theories and forums of corporate governance.
5. provide opportunities for reflection on the roles and responsibilities of directors, promoters, and management towards the shareholders and other stakeholders covering both theory and relevant practices.
6. recognise and demonstrate understanding of emerging issues and challenges in corporate governance.

Unit 1: Introduction to Ethics

9 hours

Concept of moral reasoning and ethics; Contributions of moral thinkers and philosophers to the concepts of morality; Approaches to Moral reasoning; Essence of Ethics, Dimensions of Ethics; Human Values; Ethical concerns and dilemmas

Unit 2: Business Ethics

9 hours

Concept; Principles; Theories of Business Ethics; Ethical Organisations, Ethical Dilemmas in Organization, Code of Ethics; Ethical issues in business, Ethics training programme.

Unit 3: Governance of Business Entities**9 hours**

The philosophical basis of governance; Corporate Governance- Meaning and significance; Conceptual framework; Corporate governance systems across the world; Corporate governance in India, CII code on corporate governance – features - Various Corporate Governance forums – CACG, OECD, ICGN AND NFCG.

Cases of corporate frauds and scams- Enron, Lehman Brothers; Satyam Computer Services; PNB Heist; IL&FS Fraud, ABG Shipyards, Yes Bank; Governance issues and challenges

Unit 4: Corporate Social Responsibility**9 hours**

Corporate Social Responsibility – definition – nature – levels – phases and approaches, principles, Indian models – dimensions. Corporate social reporting - Objectives of Corporate Social Reporting and case studies.

Unit 5: Recent Issues and Challenges of Governance**9 hours**

Insider Trading; Whistle Blowing; Shareholders Activism; Class Action suits; Gender Diversity in Boards; Governance of Family entities; Governance of multi-national corporations.

Exercises:

The learners are required to:

1. review and discuss the ethical dilemmas in various scenarios as presented by the teacher in class with respect to a given organization and discuss the ethical concerns in each situation.
2. Conduct a comparative analysis of corporate governance practices in different countries or industries. Ask them to examine the philosophical underpinnings and conceptual frameworks of governance systems in each context. Students should identify similarities, differences, and any potential challenges in implementing effective governance practices
3. Research and evaluate the governance structures of different organizations, such as corporations, non-profit organizations, or government bodies. Ask them to identify the philosophical basis and conceptual framework underlying each governance structure. Students should critically assess the effectiveness of these structures in promoting transparency, accountability, and stakeholder interests.
4. Discuss in class real-life examples of insider trading cases and ask them to analyze the case, identifying the key actors, the unethical practices involved, and the consequences faced by those involved. Encourage students to discuss the legal and ethical implications of each case and propose alternative actions that could have been taken.
5. Research and Presentation: Students will be asked to research a specific aspect of insider trading, such as its impact on market efficiency or the legal framework in different countries. Ask them to prepare a presentation summarizing their findings and conclusions. This exercise will not only enhance their understanding but also improve their research and presentation skills.

Suggested Readings:

- Monks, Robert A.G. and Minow, Nell, *Corporate Governance*, Wiley.
- Reddy, Nanda Kishore and Ajmera, Santosh, *Ethics, Integrity and Aptitude*, McGraw-Hill Education.
- Sharma, J.P. *Corporate Governance, Business Ethics, and CSR*, Ane Books Pvt Ltd, New Delhi.
- Khanka, S., S. (2014). *Business Ethics and Corporate Governance (Principles and Practices)*. S.Chand Publishing.
- Tricker, Bob. *Corporate Governance-Principles, Policies, and Practice (Indian Edition)*. Oxford University Press, New Delhi.
- Weiss, Joseph W. *Business Ethics*, Berrett-Koehler Publishers.

Additional Readings:

- Mallin, Christine A. *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Rani, Geeta D., and Mishra, R.K. *Corporate Governance- Theory and Practice*, Excel Books, New Delhi.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**

B.A. (VS) Insurance Management
Semester VI
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 6.4)
Data Analysis

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Data Analysis DSE – 6.4	4	3	1	-	Pass in class 12th	Nil

Learning Objectives: Data analysis is a process of application of statistical tools on huge data sets by using software like R or Excel functions and formulas. It helps in reducing voluminous datasets into tables, charts, graphs and even in a set of few summary number which are comprehensible and enables analysis, interpretation and forecasting. Data Analysis is essential as it helps policymakers to design effective policies and businesses to understand their customers better, improves sales, reduces costs, and develop better problem-solving strategies.

Learning Outcomes: After completion of the course, learners will be able to: Mismatch of LO, PE and course content

- Recognize trends in data and detect outliers;
- Calculate measures of central tendency, measures of dispersion and coefficient of correlation in R and Excel
- Organize data into summary tables, multi-dimensional tables, frequency tables etc. and visualize data in form of charts, bar graphs, histograms, scatter plots etc.;
- Develop and test hypothesis to make policy decisions;
- Run simple and multiple linear regression to identify relationship between two or more variables to improve understanding of data and provide forecast.

Unit 1: Understanding different data sets; meaning of big data; structuring, summarizing and visualizing data. **10 hours**

Unit 2: Descriptive statistics- measures of central tendency, measures of dispersion, coefficient of correlation. **10 hours**

Unit 3: Hypothesis testing and statistical inference- develop and test hypothesis to analyze a single population or to analyze difference between two populations. **10 hours**

Unit 4: Single variable linear regression model; multiple variable linear regression model and forecasting. **15 hours**

Exercise:

1. Choose a data set or generate one with sample data and create visual representations using tools like Microsoft Excel, SPSS, Tableau, libraries.
2. Data Analysis and Summary:
Collect a dataset or use a provided dataset with numerical values.
 - Calculate measures of central tendency, such as mean, median, and mode, to determine the typical or central value of the dataset.
 - Calculate measures of dispersion, such as range, variance, and standard deviation, to assess the spread or variability of the dataset.
3. Gather two sets of data that are expected to have a relationship or connection (e.g., height and weight, test scores and study time).
Calculate the coefficient of correlation, such as Pearson's correlation coefficient, to quantify the strength and direction of the relationship between the variables.
4. Hypothesis Testing with Sample Data:
Formulate a research question or hypothesis related to a specific topic of interest.
 - Collect a sample dataset that is relevant to the research question.
 - Perform hypothesis testing using appropriate statistical tests (e.g., t-test, chi-square test) to analyze the sample data.
 - Interpret the results and draw conclusions based on the hypothesis testing outcomes

Notes: Hands on practice to be conducted as part of the practical on appropriate softwares like Excel, SPSS, Tableau, R Studio, etc.

Suggested Readings:

- D. Levine, D. Stephan, K. Szabat: Statistics for Managers using Microsoft Excel, 8th ed., Pearson (2017)
- Mark Gardener: Beginning R The Statistical Programming Language, Wiley (2012)
- Jay L. Devore: Probability and Statistics for Engineering and the Sciences, 8th edition, Cengage Learning (2012)
- John A. Rice :Mathematical Statistics and Data Analysis, 3rd ed. Thomson Brooks/Cole (2007)

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) Insurance Management
Semester VI**

DISCIPLINE SPECIFIC ELECTIVE COURSE - DSC-6.5

DIGITAL ECONOMY

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Digital Economy (DSC-6.5)	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* (2nd 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:

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.

COMMON POOL OF GENERIC ELECTIVE COURSE (GE)

FOR

BA(VS) AT COLLEGE OF VOCATIONAL STUDIES (CVS)

SEMESTER-VI

(Students can choose any GE courses other than the GE offered by their parent department)

GE Pool for Students of BA (VS) Insurance Management

Emerging Trends in Tourism

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
		Lecture	Tutorial	Practical		
Emerging Trends in Tourism GE-6.1	4	3	1	0	Pass in Class 12 th	-

Learning Objectives

The course intends to give knowledge to the students about the various emerging concept in travel and tourism industry. The course also aims at developing an insight into green tourism, modern and recent trends in tourism. It also provides in-depth understanding about smart tourism and smartdestinations.

Learning Outcomes

After completing this course, the learners would be able to

1. develop concept of green tourism. Discuss initiatives taken by government of India to promote green tourism.
2. analyze the new trends in Indian tourism.
3. develop an understanding about new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, etc.
4. explain the concept of digital tourism and smart tourism and relate use of smart tourism/digitalization and artificial intelligence in tourism.

Unit-1

Green Tourism

12 Hours

Green Tourism: Definition, Characteristics and scope, Village tourism, Govt of India Policy on Green Tourism, identified villages, Case studies of some prominent green tourism destinations in India like Chitrakoot (Chhattisgarh), Puttur (Andhra Pradesh) and Honey Hills (Kerala).

Unit-2

Modern Trends in Indian Tourism

10 Hours

The visa on arrival, The advent of hostels, Bed & breakfast and 'homestay accommodation, Heritage hotels, Mobile booking, Experiential tourism, Staycation – vocal for local, Personalized tours.

Unit-3

New Age Tourism

11 Hours

Dark tourism-definition, Characteristics, Major attractions, Cyber tourism, Voluntary tourism, social tourism dimensions, Hedonistic tourism, Tribal tourism, Underwater tourism, Photography tourism.

Unit – 4

Recent Trends in Tourism

12 Hours

Definition- Importance of smart tourism/ digitalization, Evolution and growth of smart tourism, Risks and benefits of smart/digital tourism, Smart tourism destinations- The smart tourism ecosystem- Components of smart tourism, Digital yatra, Introduction of Artificial Intelligence (AI), The role of Artificial Intelligence within the travel industry.

Exercises:

The learners are required to:

1. group discussion on the scope of Rural and Green tourism in India.
2. make a power point presentation on the new trends in Indian tourism.
3. assess the understanding of new age tourism like dark tourism, cyber tourism, voluntary tourism, social tourism, responsible tourism by objective and subjective assessment (classtest, assignments, MCQs, fill in the blanks and quiz).
4. make a project on the smart tourism destination and discuss its outcome in the class.

Suggested Readings:

- Dahiya, A., Dhiman, M. C., & Kumar, S. (2015). *International Tourism and Hospitality in the Digital Age*. United States: IGI Global.
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK..
- Morrison, M.A., & Buhalis, D., (2023) *Routledge Handbook of Trends and Issues in Global Tourism Supply and Demand*, Routledge Taylor & Francis Group, London, UK.
- Novelli, M., Dolezal, C., Milano, C., & Adam, J. (2022). *Handbook of Niche Tourism*. United Kingdom: Edward Elgar Publishing.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Rontos, K. et al, (2020). *Modeling and New Trends in Tourism*, New York, Nova Science Publishers.
- Serpanos, D., & Wolf, M. (2018). *Internet-of-Things (IoT) Systems, Architecture, Algorithms, Methodologies*. Switzerland: Springer International Publishing.
- Sharma, A., & Hassan. (2020). *The Emerald Handbook of ICT in Tourism and Hospitality*. United Kingdom: Emerald Publishing Limited.
- Swanson, J. R., Edgell, D. L. (2018). *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*. United Kingdom: Routledge.

Notes:

1. **Suggested Readings will be updated and uploaded on college website from time to time.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

GENERIC ELECTIVE COURSE (GE-6.2)

International Tourism Management

Credit Distribution, Eligibility and Pre-requisites of the Course

Course Title & Code	Credits	Components of the course			Eligibility criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
International Tourism Management GE-6.2	4	3	1	0	Pass in class 12 th	-

Learning Objectives:

This course equips the students with a comprehensive understanding of international tourism and its significance in the global travel industry. It familiarizes the students with the formalities and procedures related to border control and frontier management. The learner will gain the knowledge and skills in dealing with travel documentation requirements and cross-cultural communication in international tourism. Further this course promotes awareness of sustainable tourism practices and cultural sensitivity in international tourism and travel.

Learning Outcomes:

After completing this course, the learners would be able to:

1. evaluate the concept and scope of international tourism, including its economic, social, and cultural impacts.
2. analyze their knowledge of border control procedures, frontier formalities, and the role of key stakeholders.
3. Identify and evaluate travel documentation requirements and obligations for international travellers.
4. apply effective cross-cultural communication strategies and demonstrate cultural sensitivity in international tourism contexts.
5. evaluate and promote sustainable tourism practices in international destinations.

Unit-1

Introduction to International Tourism

10

Hours

Definition and scope of international tourism, Key stakeholders in the international tourism industry, Trends and challenges in international tourism, Economic, social, and cultural impacts of international tourism.

Unit-2

International Tourism Destinations - 12 Hours

Classification and characteristics of international tourism destinations, Factors influencing destination choice and image formation, Destination marketing and promotion strategies, Sustainable tourism practices in international destinations.

Unit-3

Border Control and Frontier Formalities

15

Hours

Importance of border control in international tourism, Passport and visa regulations for international travellers, Customs and immigration procedures at entry and exit points, Security measures and their impact on international tourism.

Unit-4

Travel Documentation and Cross-cultural Communication & Etiquette

12

Hours

Types of travel documents required for international travel, Travel insurance and health requirements, Currency exchange and financial considerations for international travellers, Travel advisories and safety precautions for international destinations, Cultural awareness and sensitivity in international tourism, Etiquette and behaviour norms in different cultural contexts, Effective cross-cultural communication strategies.

Practical Exercises

The learners are required to:

1. perform activities such as role plays simulating border measures and customs procedures at an international airport.
2. conduct research on visa regulations and entry requirements for a specific international destination.
3. analyze travel advisories and create safety guidelines for travellers to a particular region through Travel Information Manual Automatic (TIMATIC).
4. prepare a cultural etiquette guide for international tourists visiting a specific country.
5. develop a sustainable tourism plan for an international destination, considering environmental and socio-cultural aspects.

Suggested Readings:

- Buhalis, D., & Costa, C. (2006). *Tourism Business Frontiers: Consumers, Products, and Industry*. Oxford: Butterworth-Heinemann.
- Hall, C. M., & Page, S. J. (2014). *The Geography of Tourism and Recreation:*

- Environment, Place and Space (4th ed.)*. New York: Routledge.
- Holloway, J. C., & Robinson, C. (2010). *The Business of Tourism (8th ed.)*. London: Pearson Education Limited.
 - Inskeep, E. (2016). *Tourism Planning: An Integrated and Sustainable Development Approach*. London: Routledge.
 - Page, S. J., & Connell, J. (2019). *Tourism: A Modern Synthesis (5th ed.)*. Boston: CengageLearning.
 - Prideaux, B., & Cooper, C. (2011). *River Tourism*. Bristol: Channel View Publications.
 - Ritchie, J. R. B., & Crouch, G. I. (2009). *The Competitive Destination: A Sustainable Tourism Perspective*. London: CABI.
 - Tribe, J. (2011). *The Economics of Recreation, Leisure and Tourism (4th ed.)*. London: Elsevier.
 - Tribe, J., & Airey, D. (2007). *Developments in Tourism Research*. New York: Routledge.

Notes:

1. Suggested Readings will be updated and uploaded on college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

GENERAL ELECTIVE COURSE – 6.2 (GE-6.2)
Office Operations

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		
Office Operations GE-6.2	4	3	1	0	12 th Pass	Nil

Objective: The course aims to acquaint students with the operations of office including front office, middle office and back office.

Learning Outcomes: After completion of the course, learners will be able to:

1. demonstrate the fundamentals of office operations.
2. analyse the day to day workings of office.
3. interpret front office and back office tasks.
4. examine the role of secretary in offices.
5. summarize various office operations.

Unit 1: Fundamentals of front office operations: 9 hours

Structure of Front Office Department: Functional Organization of Front office, Front Desk Layout and Equipment; Front office operations in the context of Hospitality: Accommodation facilities, Handle Reservation activities, dealing with Guests and Colleagues, Personal Care and Safety.

Unit 2: Front Office Management: 9 hours

Front Office Procedures and Systems, Planning and evaluating operations, Accounting and Auditing, Customer service techniques for front office employees, Supervision and Management in the front office.

Unit 3: Middle Office Operations: 9 hours

Managerial functions: Planning, Organising, Directing, Motivation, Controlling and Supervision of different activities, Office Manager as an Administrator, Advisor and Public Relations officer.

Unit 4: Back Office Operations: 9 hours

Supervision and Administration: Human resources, accounting and revenue-generation role. Filing, Indexing and record management operations, office recruitments and promotion procedures. Gathering and processing. Mail data offline /online to assist the front office team.

Unit 5: Role of Executive Secretary in Office Operation 9 hours

Secretary in front office – mainly client facing roles, attending phone calls, maintenance of appointment diary. Taking dictation, drafting of letters, fax messages, sending and receiving emails, notice of the meeting, proceedings of agenda and minutes of the meeting Use of Modern technology and Office Communication, mail, voice mail, multi-media, video conferencing, virtual meetings.

Practical Exercises:

The learners are required to:

1. Strengthen their knowledge of the latest office operations.
2. Learn equipment used but also adopt special methods to be used.
3. Learn how to run an office in a congenial environment.

4. Demonstration of equipment to be used in the office.
5. Learn the various office operations being adopted.

Suggested Readings:

- Andrews, S.,(1982). *Front Office Manual*. Tata McGraw Hill (India).
- Bardi, J. (2012). *Hotel Front Office Management*. Willy and Sons.
- Bhatia, R.C. (2003). *Office Management*. Galgotia Publishers, New Delhi.
- Chopra R.K., (2015). *Office Organization and Management*. Himalaya Publishing House. New Delhi.
- Duggal, B. (2015). *Office Management & Commercial Correspondence*. Kitab Mahal, (India).
- Ghosh, P.K. *Office Management*, Sultan Chand & Sons, New Delhi.
- Kasavana & Brooks,(2017). *Managing Front office Operations*.
- Pillai, R.S.N and Bagavathi, (2013). *Office Management*. S. Chand & Company Ltd, New Delhi.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Communication in Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication in Management GE-6.1	4	3	1	0	12th Pass	-

Learning Objective: The course aims to train students to enhance written as well as oral communication in management. This course will help students in understanding the principles and techniques of communication. Also, to understand the use of electronic media for communication.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain basics of managerial communication

2. interpret need for effective listening
3. describe basics of written and spoken communication
4. demonstrate role of group discussion and interviews
5. summarize business reports and proposals

Course Contents:

Unit 1: Introduction to Communications

10 hours

Meaning and Objectives of Communication. Process of Communication. Forms of communication: formal and informal; upward, downward, diagonal and lateral. Role of a Manager. Barriers to effective Communication and Overcoming them. Effectiveness in Managerial Communication. Make use of grapevine. Role of verbal and non-verbal communication; interpreting non-verbal communication.

Unit 2: Listening

5 hours

Meaning and objectives of Listening. Features of a good listener. Analysing poor listening. Effective listening skills and barriers to effective listening.

Unit 3: Oral and Written Communication

10 hours

Oral Presentation: Planning, structuring and delivering presentation. Handling queries. Challenges and etiquettes associated with Telephonic, web-conferencing and Teleconferencing communication.

Written communication: Principles and steps of effective writing. Seven Cs of Letter writing. Business Letters: inquiries, placing orders, sales letters. Job applications and resumes. Memos.

Unit 4: Group Discussion

10 hours

Nature, forms and classification of Groups. Role of managers in Group Discussions. Effective Group Decision Making. Group Conflict.

Interviews: Interviewing, Nature and types of Interviewing Questions. Verbal and Non-Verbal aspects of interviewing. Types of Interviews: structured and unstructured; group and depth.

Unit 5: Meetings

10 hours

Planning and conducting meetings. Meeting Process. Ways to Effectively lead a meeting. Evaluating meeting and drafting minutes of a meeting.

E-mail, Business Reports and Proposals: E-mail Etiquettes, smartness and presentation. Business Reports and proposals: Writing, purpose and sections/parts.

Exercises: The learners are required to:

1. summarise annual reports of companies.
2. write business proposals.
3. participate in group discussions and mock interviews
4. smartly draft business emails.

Suggested Readings:

- Bell, R. L. & Martin, J. S. (2019) *Managerial Communication*. Business Expert Press.
- Gupta, Alpana & Gupta. S. M. (2016), *Effective Business Communication*, Viva Books Originals
- Sengupta. (2011). *Business and Managerial Communication*, Prentice Hall India Learning Private Limited, New Delhi
- Lesikar, R.V. & Flatley, M.E.; (2008) *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Thimmaiah, N. Babitha & Reddy, P. Chandrika Reddy. (2020). *Managerial Communication*, Thakur Publications Pvt. Co. Ltd. Bengaluru. India
- Ludlow, R. & Panton, F., (1992) *The Essence of Effective Communications*, Prentice Hall of India Pvt. Ltd., New Delhi.
- Bhatia, R. C. (2008), *Business Communication*, Ane Books Pvt Ltd, New Delhi.
- Scot, O., (2004), *Contemporary Business Communication*. Biztantra, New Delhi
- Madhukar R. K. (2011), *Business Communication*, Vikas Publishing, New Delhi

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

BASICS OF 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		
Basics of Advertising (GE: 6.1)	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The objective of the course is to familiarize the students with the basic concepts of advertising. They will be able to learn the insights of advertising: preparing an advertising message, selecting an appropriate medium and evaluating an advertising campaign.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the concepts and approaches of advertising used in marketing.
2. develop ads using various advertising appeals and elements of advertising copies used

- by brand promoters in the market.
3. describe the role and types of advertising agencies.
 4. appraise the major media decisions like media choice and scheduling.

Unit I: Introduction to Advertising

12 Hours

Meaning, Features, Evolution, Need & Importance, Types, Functions of Advertising, Harmful practices in advertising, Setting of Advertising objectives, Models of Advertising- DAGMAR (Defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action), hierarchy of effect.

Unit II: Advertising Copy

12 Hours

Concepts and Elements, Requisites of a Good and Effective Advertising Copy, Central and Peripheral routes of advertising, creating copy strategies, Advertising Appeals, Measuring Advertising Effectiveness: need, methods. Associating feelings with a brand: slice of life, testimonials, etc. Ethical Aspects of Advertising in India

Unit III: Advertising Agencies : 9 Hours

Advertising Agencies: Meaning, Role, Types and Selection of Advertising Agencies, Regulating Agencies: Advertising Standards Council of India (ASCI), the Advertising Agencies Association of India (AAAI), Regulation on advertising certain products and services in India.

Unit IV: Media in advertising : 12 Hours

Advertising Media: Evolution, objectives and Media Types, Factors Affecting Media Choice, Media Scheduling, Challenges faced by advertisers in context with cultural diversity, global marketplace, changes in values and emerging technologies, Contemporary issues in advertising- Digital Marketing, Social Media Marketing, Influencer Marketing etc.

Exercises:

The learners are required to:

1. identify a product and develop an advertising campaign for it. (Unit 1)
2. prepare a report on message strategy and copy elements used in the campaign. (Unit 2)
3. visit the website of ASCI and find out the types of complaints received and what action was taken by ASCI. (Unit 3)
4. prepare a report on various media options used in a campaign. (Unit 4)

Suggested Readings:

- Belch, G. E., Belch, M. A., & Purani, K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Noida, India: McGraw Hill Education.

- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication Pvt. Ltd.
- Kapoor, N. (2020). *Advertising and Personal Selling*. New Delhi: Pinnacle.
- Shah, K., & D'Souza, A. (2017). *Advertising and Promotions: An IMC Perspective*. Noida, India: McGraw Hill Education.

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.

CONSUMER BEHAVIOUR AND DECISION MAKING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Consumer Behaviour and Decision Making (GE: 6.2)	4	3	1	0	Pass in Class XII	NIL

Learning Objectives: The course aims to equip learners with essential management-related knowledge and skills and their applicability in the real world.

Learning Outcomes: After completion of the course, learners will be able to:

1. identify characteristics of consumer behaviour and how to use market segmentation techniques.
2. examine the influence of internal dynamics on consumer behaviour.
3. explain external factors that influence consumer behaviour.
4. appraise consumption pattern and influences that exert during these processes.

Unit 1: Introduction to Consumer Behaviour

9 Hours

Nature, scope & application; Importance of consumer behaviour in marketing decisions;

characteristics of consumer behaviour; distinguish between customer and consumer; the role of consumer research; Market Segmentation, VALS 2 segmentation profile.

Unit 2: Consumer Behaviour: Internal Influences

15 Hours

Consumer Needs & Motivation: Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motive; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory.

Consumer Personality- theories of personality- Freudian theory, Neo- Freudian theory, Trait theory; Consumer Perception: Importance and limitation of perception, Barriers to accurate perception; Consumer Attitudes: Formation of attitudes; functions performed by attitudes.

Unit 3: Consumer Behaviour: External Influences

12 Hours

Group Dynamics & consumer reference groups: Introduction, advantages and disadvantage of groups, Different types of reference groups; factors affecting reference group influence. Family & Consumer Behaviour: consumer roles within a family; purchase influences and role played by children; family life cycle. Characteristics of culture; core values held by society & their influence on consumer behaviour

Unit 4: Customer Decision Making

9 Hours

Customer Decision-making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation. Contemporary issues in consumer behavior- Social media marketing, digital marketing, Influencer marketing etc.

Exercises:

The learners are required to:

1. Construct separate advertising executions for a cosmetics product that targets the Believer, Achiever, Experiencer and Maker VALs segment types. (Unit 1)
2. You are a member of an advertising team assembled to develop a promotional campaign for a new digital camera. Develop three headlines for this campaign, each based on one of the levels in Maslow's need hierarchy. (Unit 2)
3. Think of a recent major purchase your family has made. Analyze the roles performed by the various family members in terms of the following consumption roles; influencers, gatekeepers, deciders, buyers, preparers, users, maintainers and disposers. (Unit 3)
4. Select a newspaper or magazine advertisement that attempt (a) to provide the consumer with a strategy to follow in making a purchase decision or (b) to reduce the perceived risk associated with a purchase. Evaluate the effectiveness of the ad. (Unit 4)

Suggested Readings:

- Gupta, S. L., & Pal, S. (2021). *Consumer behaviour*, New Delhi, India: Sultan Chand and

Sons

- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behaviour*. Prentice Hall Publication.
- Solomon, M. R. (2022). *Consumer behaviour: Buying, having, and being*, India: PHI Learning Private Limited.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (1995). *Consumer behaviour*. New Delhi: Cengage India Private Limited.

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.**

GE 6.1: INTRODUCTION TO WAREHOUSE 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		
Introduction to Warehouse Management GE: 6.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

To understand the concepts of warehouse management and inventory control, students will get a basic idea about warehousing and inventory management techniques. It will help them in understanding the need for warehouse management systems and measures of Material handling systems.

Learning Outcomes: After completion of this course, the learners will be able to:

1. Recognize the need for warehousing in today's competitive environment and how supply chain trends are impacting the design and operation of warehouses.

2. Identify different types of material handling equipment and their characteristics and use a material handling equipment checklist to select the most suitable equipment for a given warehouse operation.
3. Develop strategies for improving receiving and issuing material operations, including the use of barcoding and RFID technologies, the use of automation, and the optimization of picking and replenishment operations.
4. Identify the functions of inventory and the different types of inventories, including WIP, finished goods, and MRO.
5. Evaluate the applications of barcoding technology in material handling systems, including the benefits of real-time data collection, accuracy, and efficiency.

Unit1: Introduction to Warehouse

9 hours

Warehouse: definition, warehouseman, depositor. Warehouse functions, warehouse process, types of warehouses: public and private warehouses, warehousing corporations-central and state warehouses, role of warehousing in an economy, Supply chain trends affecting warehousing, Problems and challenges in warehousing, characteristics of ideal warehouse, warehousing for online businesses. Recent trends in warehousing: Cloud-based operations management, Technology for omnichannel logistics, Simulation to anticipate needs, Logistics decisions based on big data, Robotics and Drones in warehousing.

Unit2: Warehouse Management Systems

9 hours

Warehouse management systems, the necessity of WMS, warehouse location, Logics of determining locations and sequences, independent demand systems, uncertainties in material management systems, dependent demand systems, distribution resource planning. The layout of the warehouse, Size and shape of the warehouse, Storage utilization and organization, Types of storage systems, Fixed versus random location, Material handling equipment, Material handling equipment checklist, Improving the receiving/issuing material operations, choosing a WMS-the process implementation-cloud computing, Warehouse layout-Data collection-space calculation- aisle width- finding additional space.

Unit3: Warehouse Operations

9 hours

The principles and performance measures of material handling systems –Vehicle travel path (time)

– Handling time –vehicle utilization –number of loads completed –congestion –Effective performance systems, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Fundamentals of various types of

material handling systems –automated storage and retrieval systems Bar Code Scanners, Wireless LAN, Mobile Computers, Bar coding technology and applications RFID technology. Warehouse automation.

Unit4: Inventory Management in Warehouse

9 hours

Introduction to inventory management, role in the supply chain, role in competitive strategy: Role of inventory, functions of inventory, types of inventories, WIP inventory, finished goods inventory, MRO (maintenance, repair, and operations) inventories, cost of inventories, need to hold inventory. Warehousing and inventory costs, Customer service in warehousing, locating inventory, organizing inventory, Dispatching inventory, Methods of inventory control: ABC Inventory control, managing inventories by ABC, FSN, EOQ, Batch tracking, multi –echelon inventory systems Managing inventory in multi echelon networks –managing inventory in single echelon networks.

Unit 5: Material Handling and Warehouse Safety

9 hours

Material Handling and Warehouse Safety: Material handling, Product movement-concept-costs- product load activity, dispatch activity unload, activity-control device-impact of computer technology-automatic identification-issues and trends in product transport, Packaging, Pallet, Stretch wraps, Cartons, Labelling, Health.

Practical Exercises:

The learners are required to:

1. identify the issues affecting warehousing and warehousing facilities by visiting to somewherehouse.
2. prepare a report on the inventory management of any given company.
3. suggest the solutions to various uncertainties in material management systems in any warehouse
4. prepare the report on the multi –echelon inventory systems of any company.
5. apply the material handling systems for any company of your choice
6. to prepare report as a warehouse manager for a retail company that sells clothing andaccessories online which want to set up a new warehouse facility for the company.

Suggested Readings:

- Arnold, J. R., & Chapman, S. N. (2018). *The Introduction to Materials Management* (7thed.). Prentice-Hall.
- Blanchard, D. (2018). *Supply Chain Management Best Practices*. Wiley Publishing.
- Coyle, J. J., Jr., Langley, C. J., Novack, R.A., & Gibson, B.J. (2022). *Managing SupplyChains: A Logistics Approach* (9th ed.). McGraw-Hill.
- Chopra, S., & Meindl, P. (2018). *Supply Chain Management: Strategy, Planning, andOperation*. Pearson Education.
- Ten Hompel, M., & Schmidt, T. (2017). *Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems* [With CDRom]. Springer Verlag.
- Jessop, D. (1999). *Stores and Inventory Management*. Chartered Institute of Purchasingand Supply.
- Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.
- Mangan, J., Lalwani, C., & Butcher, T. (2016). *Global Logistics and Supply ChainManagement*. John Wiley & Sons.
- Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). *Supply Chain Management: Principlesand Practice*. Sage Publications.
- Rushton, A., Croucher, P., & Baker, P. (2020). *The Handbook of Logistics and DistributionManagement: Understanding the Supply Chain*. Kogan Page.
- Saxena, J.P. (2018). *Warehouse Management and Inventory Control*. Vikas PublicationHouse Pvt Ltd.
- Tompkins, J.A., & Harmelink, D. (2017). *Basics of Supply Chain Management*. St. LuciePress.
- Waters, D. (2017). *Supply Chain Management: An Introduction to Logistics*. PalgraveMacmillan.
- Wild, R. (2017). *Warehouse Management: A Complete Guide to Improving Efficiency andMinimizing Costs in the Modern Warehouse*. Kogan Page.

Notes:

- **Suggested readings shall be updated and uploaded on the college website from time totime.**
- **Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

GE 6.2 INTRODUCTION TO SUPPLY CHAIN 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		
Introduction to Supply Chain Management GE: 6.2	4	3	1	0	Pass in Class XII	NIL

Learning Objective: The course aims to acquaint the students with fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM and to forecasting demand of material and plan supply in Supply Chain process. They will be able to understand different factors of SCM.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the fundamentals of supply chain management in an organization as well as the role of Relationship Marketing in SCM;
2. forecast demand of material and plan supply in Supply Chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. demonstrate the understanding of the emerging Trends and Challenges in SCM.

Course Contents:

Unit 1: Introduction to Supply Chain Management (SCM) and Planning: 9 hours

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain: Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain: Managing predictable variability

Unit 2: Supply Chain Strategy and Implementations: 9 hours

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

Unit 3: Supply Chain Performance Measurement: 9 hours

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics(KPIs). Performance measurement and continuous improvement.

Unit 4: Trends and Challenges in Supply Chain Management: 9 hours

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

Exercises

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM;
2. assess the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by various companies;
4. measure the supply chain performance of few organizations;
5. discuss the latest trends and the impact of emerging issues in SCM.

Suggested Readings:

- Alan E. Branch, Global Supply Chain Management and International Logistics. Routledge, New York.
- Chopra, S. & Meinde, P. Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
- Gattorna, J.L and D.W. Walters, Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.
- Hult, M. G., Closs, D., Frayer, D. Global, Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
- Sarika Kulkarni and Ashok Sharma, Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar. Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Notes:

- Suggested readings shall be updated and uploaded on the college website from time to time.
- Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

List of GE's offered by Department of Human Resource Management

GE POOL FOR STUDENTS OTHER THAN THAT OF BA (VS) SMALL & MEDIUM ENTERPRISE

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		
MSMEs Policy Initiatives and Institutional Framework (GE-6.1)	4	3	1	0	12 th Pass	Nil

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.**

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		
Accounting for Entrepreneurship (GE-6.2)	4	3	1	0	12 th Pass	Nil

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*. (11th 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*. (34th ed.). Delhi, India: Mayur Paperback Publishing.
- Goyal, B. K., & Tiwari, H. N. (2021). *Financial accounting*. (9th 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*. (2nd ed.). Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
- Mukherjee, S., & Mukherjee, A. K. (2021). *Financial accounting*. (10th 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:

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.

PEOPLE MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
People Management GE-6.1	4	3	1	0	12th Pass	Nil

Learning Objective: The course aims to provide an overview to the learners of what it means to be an effective people manager. The programme is designed in such a manner so that the learners can develop leadership and communication skills and manage people in an Organisation effectively.

Learning Outcomes:

After completion of the course, learners will be able to:

1. (a) perform meditation techniques (Brain stilling exercise) for mindmanagement;
(b) create a personal development plan for oneself;
(c) demonstrate decision making skills and prepare Time Managementframework in real life situations;
2. analyse the applicability of People First Strategy in an Organisation;
3. assess and explain how individuals and teams work in an organization and apply different techniques and strategies to improve people management in organizations;
4. demonstrate team building skills and leadership qualities;
5. demonstrate skills to resolve conflicts in an Organisation and lead teams.

Unit 1: Managing and Evaluating Oneself

8 hours

Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making - steps, managing your Manager, Evaluating and building a personal development plan for oneself.

Unit 2: Managing and Motivating Others

8 hours

Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

Unit 3: Building Team and Peer Networks

11 hours

Team Building Process, Managing Diversity in Teams, Competency mapping, Team Roles, Team Identity, Team Charter, Team Performance, Managing Behaviour of people in groups, 360 Degree Feedback as a Development tool. Group Dynamics, Challenges of getting work done; Significance of prioritization and assigning work to team members, Importance of peer networks in an Organisation.

Unit 4: Managing Evaluation and Assessment

10 hours

Managing Performance, Appraisal methods, Role Reviews and performance management, Dealing with Poor Performers, Agreeing Performance Targets, Negative Feedback, Performance Management System, 360 Degree Feedback as a Performance Appraisal Tool.

Unit 5: Leading People & Resolving Conflicts

8 hours

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.

Exercises:

The learners are required to:

1. conduct a personal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. They should reflect on their strengths and weaknesses, identify opportunities for growth and improvement, and evaluate potential threats or challenges that may hinder their progress.
2. practice different meditation techniques (brain stilling exercise) for mind

management and participate in exercises that strengthen mindfulness, time management and enhance listening skills of the participants.

3. participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
4. participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
5. Simulate role play of 360-degree appraisal in groups (as formed in previous activity) and appraising the performance of each member of the group.
6. discuss and analyse case study on High Performing Organisational culture, High Performing Organisational climate and Leadership
7. discuss case study of HCL on Employee First Customer Second by Vinit Nayar. And case studies of Organisations where People first strategy is being used.

Suggested Readings:

- ☐ Purcell, J., Kinnie, N., Swart, J., Rayton, B., & Hutchinson, S. (2008). People management and performance. Routledge.
- ☐ Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- ☐ Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- ☐ Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- ☐ Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.

2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

LEARNING AND DEVELOPMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Learning and Development (GE-6.2)	4	3	1	0	Pass in class 12 th	Nil

Learning Objective: The course aims at equipping the learners with the concept and practice of Learning and Development in the modern organizational setting through the pedagogy of case study, counselling, discussions and recent experiences.

Learning Outcomes: After completion of the course, learners will be able to:

1. analyse the various learning strategies used in real situations.
2. compare individual development in terms of intelligence, creativity and personality.
3. develop the learning needs to create learning environment.
4. demonstrate various techniques for enhancing decision-making and interpersonal skills.
5. examine the need and importance of guidance & counselling

Unit 1: Introduction

9 hours

Learning- concept, characteristics, principles, types, learning theories; Classical conditioning, operant conditioning, cognitive, observational and social learning; Learning strategies and constructivist approach to learning, learning in a digital world.

Unit 2: Individual Learning and Development : 9 hours

Individual development: Meaning and stages; Role of creativity in learning; process and measures of creativity; Personality- concept and determinants, approaches of development of personality; Intelligence – concept, measurement of intelligence; emotional intelligence and its relevance in learning and development of an individual.

Unit 3: Developing Learning Environment: 9 hours

Overview of learning methodologies- logic and process of learning; Principles of learning, Learning process, learning curve, learning management system; Criteria for method selection; skills of an effective trainer; Computer aided instructions- distance learning, e-learning; technologies convergence and multimedia environment

Unit 4: Development Methodologies: 9 hours

Development techniques for enhancing decision-making and interpersonal skills, case study, in- basket exercise, special projects, action learning, syndicate work, games,

action maze, role play, experience learning, discovery learning, brainstorming, position rotation, team building, and sensitivity training.

Unit 5: Guidance and Counselling

9 hours

Guidance: meaning, needs, principles, types, importance; counselling; meaning, nature objectives and importance, techniques of counselling; directive, nondirective, eclectic, ethics in counselling, effect of guidance and counselling on individual learning and development.

Exercises:

The learners are required to:

1. analyse and interpret case study of any Indian organisations learning strategies.
2. participate in simulation exercise in the classroom to conduct learning assessment of oneself with respect to a concept thereby preparing a questionnaire on learning and development of an individual.
3. develop a learning and development module on the basis of selected strategies in the previous exercise.
4. to compare different learning requirements of individuals in the organisations as per their individual learning abilities.
5. to restructure the strategies after assessing the learning and development report

Suggested Readings

- A.K. Narayana Rao (2002) Guidance and counselling, APH Publishing Corporation, New Delhi.
- Bernard, H.W. & Fullner, D.W. (1987); Principles of Guidance, A Basic Text (Indian Education), New Delhi: Allied publishers Pvt.Ltd.,.
- Carson, B. (2021). L&D's Playbook for the Digital Age. United States: American Society for Training & Development.
- Clifford, J., Thorpe, S. (2007). Workplace Learning and Development: Delivering Competitive Advantage for Your organisation. United Kingdom: Kogan Page.
- Mishra, R.C. (2005); Guidance & Counselling (2 vols); New Delhi: APH, Publishing Cooperation.
- Parry-Slater, M. (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. India: Kogan Page.
- Page-Tickell, R. (2018). Learning and Development: A Practical Introduction (Vol. 15). Kogan Page Publishers.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.

List of GEs offered by Department of History (CVS)
for All Vocational Courses
Semester VI

GENERIC ELECTIVE COURSE (GE-6.1)
Generic Elective (G. E.)- Cultural Diversity: Visual Arts, Popular Culture &
Institutional Practices

Offered by Department of History, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the course (If any)
		Lecture	Tutorial	Practical/ Practice		
Cultural Diversity: Visual Arts, Popular Culture & Institutional Practices	4	3	1	0	Pass in class XII	NIL

Learning Objective: This course is designed for the vocational studies students to understand the Indian cultural traditions from ancient to contemporary times. It explains classical and popular art forms, communication and patronage. This paper will acquaint the students with their culture and its finer nuances for the tourism industry. It would also further help them in tourism industry and policy making.

Learning Outcomes:

Upon completion of this course:

5. Student will understand the evolution of tourism industry through the study of cultural diversity of India.
6. Will learn about role of visual arts from ancient to modern period with special reference to Indian tourism.
7. Learners will become aware of the impact of popular culture over the ever evolving cultural diversity of India.

8. The student will learn about the various cultural practices and the role of institutions/agencies in shaping of tourism industry.

Unit I: Ancient Indian Paintings & Sculptures (12 hours)

Perceptions of visual Past and Present, Sculpture and Painting: Silpashastric normative tradition, Classicism – Narrative and Sculptural, Mural and Fresco paintings: Ajanta and Bagh caves, Alchi Murals, Post Classicism – Pallava & Chola Bronzes, idiom- Illustrated texts: Jaina and Pala manuscripts,

Unit II: Visual Arts: Medieval to Modern (12 hours)

Medieval idiom-, Mughal Miniatures paintings, Regional Schools of Paintings (Kota, Bundi & Pahari). Modern-Company School, Raja Ravi Varma, Bengal School, Amrita Shergil and Progressive Artists Groups.

Unit III: Forms of Popular Culture (12 hours)

Popular Culture: Folklore and Oral traditions. Festivals and fairs. Textile and Crafts. The Culture of Food. Age of social media and its impact.

Unit IV: Cultural Practices & Institutions (09 hours)

Communication, Patronage and Audiences: Court Merchant groups and communities. Culture as Communication. Nationalism and the issue of Culture; Institutions of Cultural Practices.

Essential readings:

- Susan L. Huntington, John C. Huntington, The Art of Ancient India: Buddhist, Hindu, Jain
- Sharma L. C, A Brief History of Indian Painting, Goyal Publishing House, 2008
- Rogers J. M, Mughal Miniature, published in 2007, British Museum Press
- Stronge Susan, Paintings for the Mughal Emperor, University of Michigan
- Kalla Prithvi Nath, Indian Folklore: An Introduction
- Folktales of India" by A. K. Ramanujan
- Miller Barbara Stoler: The Powers of Art: Patronage in Indian Culture, OUP, Delhi 1992
- Chakrobarti Lalima Dhar, Managing Museums: A Study of Nation Museum, Sandeep Prakashan, 2007
- J. Yashodhara, S. Sengupta, Experiencing History through Archives, Munshiram Manohar Lal, 2004

Suggestive readings

- Banerjea J.N, The Development of Hindu Iconography, Calcutta, 1956
- Coomaraswamy Ananda K, The Arts and Crafts of India and Ceylon

- Bussagli M and Srivaramamurthy, 6000 Years of Indian Art, New York,
- Okada Anima, Indian Miniatures of the Mughal Court, University of Michigan, 1992
- Maxwell, T.S., Image: Text and Meaning: Gods of South Asia, OUP, Delhi.
- Zimmer, H., Myths and Symbolism in Indian Art and Civilization, Princeton Press, •
New Jersey, N.D.
- Cohn. Bernard, India: The Social Anthropology of a Civilization in Bernard Cohn
Omnibus, OUP, 2004.

List of GEs offered by Department of Political Science (CVS)
for All Vocational Courses
Semester VI

GENERAL ELECTIVE COURSE – 6.1 (GE-6.1)
Introduction to Administration and Public Policy in India
Credit distribution, Eligibility and Pre-requisites of the Course

Course title and Code	Credits	Credit distribution of the Course			Eligibility criteria	Pre-Requisite of the course if any	Department offering the course
		Lecture	Tutorial	Practical			
Introduction to Administration and Public Policy in India (GE-6.1)	4	3	1	0	12 th Pass	NIL	Political Science

Course Objective

The paper aims to provide theoretical and empirical understanding of public administration and Public Policy as discipline. It deals with core conceptual areas and issues. Issues of contemporary relevance like e governance, decentralization and new public management need to be studied from non-western perspective. This course will also help to understand the complexities of public policy and its interaction with the socio-economic structure.

Course Learning Outcomes

- 1: To enable students to understand public administration and public policy as a discipline and various approaches to study the same. To impart knowledge as to how public administration operates in both developed and developing world.
 - 2: To provide students the theoretical underpinnings of administration, Organizations and Public Policy. To make them aware of contemporary theoretical contributions to public administration and public policy.
 - 3: To enable students to learn about contemporary perspectives to look at Public administration and its theories. To familiarize students with idea of new public management and good governance as public administration negotiates globalization and pro market reforms across the world.
 - 4: To enable students understand concept and relevance of public policy as also broader policy process that includes formulation, implementation and evaluation. To help learners comprehend the budgeting process in India.
 - 5: To provide students with an understanding to look at theoretical approaches to public policy.
 - 6: To make them understand how implementation of social welfare policies (health, education, employment) is being undertaken in India and to make them aware of paradigm shift in citizen- administration interface
- By the end of this course a student will acquire contextualization of knowledge and critical thinking.

SYLLABUS OF GE

Unit -I (12 hours)

Introduction of Public Administration

- a). Public administration as a discipline: meaning, dimensions and significance of the subject.
- c). Brief evolution of public administration in developed and developing world.
- b). Dichotomy of public and private administration.

UNIT – II (12 Hours)

Mainstream/ Traditional Theoretical Perspectives:

- a. Scientific management (F.W.Taylor)
- b. Ideal-type bureaucracy (Max Weber)
- c. Human relations theory (Elton Mayo)
- d. Rational decision-making (Herbert Simon)
- e. Ecological approach (Fred Riggs)

UNIT – III (10 Hours)

Contemporary Theoretical Perspectives

- a. New Public Management, New Public Service
- b. Multiple Perspectives on Governance: Good Governance, Collaborative Governance, Network Governance, Digital Governance and corporate governance.

Unit IV (10 hours)

Introduction to Public Policy and Financial administration in India

Understanding Public policy, Concept and theories, relevance of policy making in public administration, process of policy formulation, implementation and evaluation, budgeting process in India.

Unit V (10 hours)

Theoretical Approaches to Public Policy

- (a) Elite Theory
- (b) Group Theory
- (c) Incremental Theory
- (d) Rational Choice Theory

Unit VI (6 hours)

Social welfare policies In India

education, Health, Food, Employment, citizen-administration interface: RTI, Lokpal, E-governance.

Essential/recommended readings

Unit – 1

Awasthi, A.and Maheshwari, S. (2003) Public Administration. Agra Laxmi Narain Agarwal, pp. 3-12.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp.1-52.

Chakravabarty, Bidyut and Prakash Chanda (2018) Vaishvikrit Duniya mein Lok Prashasan, Sage Bhasha, New Delhi.

Bhattacharya, Mohit (2007) Lok Prashasan Ke Naye Aayaam, Jawahar Publication, New Delhi.

Sinha, Manoj (2010) Prahasan evam Lokniti, Orient Blackswan , New Delhi.

Basu, Rumki (2012) Lok Prashasan Sankalp Avam Siddhant, Jawahar Book Centre: Delhi.

Yadav, Sushma(2016), Lok Prashasan: Sidhant evam Vyavahar. Orient Blackswan, New Delhi.

Chakrabarty, Bidyut and Prakash Chand (2018), Bhartiya Prashasan, Sage Bhasha: New Delhi

Unit -2

Bhattacharya, M. and Chakrabarty, B. (2005) 'Introduction Public Administration Theory and Practice', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 1-50.

Henry, N. (2003) Public Administration and Public Affairs. New Delhi Prentice Hall, pp. 53-74.

Mouzelis, N.P. (2005) 'The Ideal Type of Bureaucracy', in Bhattacharya, M. and Chakrabarty, B. (eds.) Public Administration A Reader. Delhi Oxford University Press, pp. 88-100.

Hyderbrand, W. (1980) 'A Marxist Critique of Organization Theory', in Evan, W (ed.) Frontiers in Organization & Management. New York Praeger, pp. 123-150.

Hyderbrand, W. (1977) 'Organizational Contradictions in Public Bureaucracies Towards a Marxian Theory of Organizations', in Benson, J. K. (ed.) Organizational Analysis Critique and Innovation. Beverly Hills Sage, pp. 85-109

Unit – 3

Bhattacharya, M. (1999) Restructuring Public Administration Essays in Rehabilitation. New Delhi Jawahar, pp. 29-70, 85-98.

Bhattacharya, M. (2001) New Horizons in Public Administration. New Delhi Jawahar, pp. 248-272, 301-323.

Baker, R.J.S. Administrative Theory and Public Administration, Hutchinson University Library, London, 1972.

Unit – 4

Dye, T.R. (1975) Understanding Public Policy. New Jersey Prentice Hall, pp. 1-38, 265-299.

Dror, Y. (1983) Public Policy Making Re-examined. Oxford Transaction Publication, pp. 129-216.

Chakravarty, B, & Chand, P (2012), Public Administration in Globalising World, Sage, New Delhi, 181-216

Bhattacharya, M(2001), New Horizons in Public Administration Jawahar, New Delhi, 302-323

Caiden, N (2004): Public budgeting Amidst Uncertainty and instability, in Shafritz, J. M&Hyde, A. C(eds) Classics of Public Administration, Cengage Learning.

Bhattacharya, M & Chakravarty, B (2005), "Introduction: Public Administration: Theory and Practice" in Bhattacharya, M& Chakravarty, B (eds), Public Administration: A reader, Oxford University Press, Delhi, pp 1-60.

Bhattacharya, M (2001), *New Horizons in Public Administration*, Jawahar, New Delhi.
 Bidyut Chakrabarty and Prakash Chand, *Public Policy*, sage ,new delhi 2016.
 Shaktidhar, S.L., *Budgeting in India*, I.I.P.A, New Delhi, 1960.
 Sir Herbert, *The British Budgetary System*, London, Allen & Unwin Ltd. 1959.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Awasthi, A & Maheshwari (2003), *Public administration*, Laxmi Narayan Agrawal, Agra, 1-25.49-57.

Unit – 5

Chakravarty, B, & Chand, P (2012), *Public Administration in Globalising World*, Sage, New Delhi, 1-43.
 Henry, N (2003), *Public Administration and Public affairs*, Prentice Hall, New Delhi. 36-49.
 Maheshwari, M (2003): *Administrative Thinkers*, Macmillan Publishers, New Delhi, 97-174, 210-279.
 Prasad, D.R Prasad, V.S & Satyanarayana, P(ed)(2006): *Administrative Thinkers*, Sterling Publishers ,New Delhi, 22-151.
 Sharma, M.P.& Sadana, B.L(2009): *Public administration in Theory and Practice*, Kitab Mahal, New Delhi, 128-143.
 Polinaidu, S(2010): *Public Administration*, Galgotia publication, New Delhi, 563-587.
 Sapru, R.K (2012): *'Public Policy'* sterling publisher, New Delhi, 1-23, 60-92, 133-172.
 Singh, K. (2003). *Aid and Good Governance*, A discussion paper on the reality of aid.
 Stroker, G. (1998), *Governance as theory: five propositions*, *International social science journal*, Vol. 50 , No. 1: 17-28.
 Ramesh K Arora, *Public Administration in India Tradition, Trends and Transformation*, Paragon International Publishers, 2006.
 L.d. White, *Introduction to the Study of Public Administration*, Macmillan Co., New York, 1955.

Unit- 6

Singh, S and Sharma, P (eds) (2007) *Decentralisation: Institution and Political in Rural India*, Oxford University press, New Delhi
E Governance (2004): The New Age, APH publishers.
 Sharma, P.K & Deveshwar, M(2007) *'Right to Information in India'* in Singh, S and Sharma. P (eds) *Decentralisation: Institution and political in Rural India*, Oxford University press, New Delhi
 Vasu Deva, (2005) *E governance in India: A Reality*, Commonwealth publisher.

GE Pool for Students other than that of BA (VS) Insurance Management

BASICS OF LIFE INSURANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Life Insurance GE – 6.1	4	3	1	0	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the role and importance of life insurance in protecting individuals against financial risks. The course also provides basic knowledge and skills necessary to evaluate life insurance needs and make informed decisions.

Learning Outcomes: After completion of the course, learners will be able to:

1. differentiate between policies based on the coverage requirements of individuals
2. examine the benefits offered by different types of policies
3. explain the underwriting process and use of mortality tables
4. develop ethical sales practices for life insurance policies

Unit 1: Introduction

12

Hours

Definition and purpose of life insurance, need for life insurance & factors, evaluating financial risks and liabilities, methods for calculating insurance coverage amount, Role of life insurance in financial planning, tax implications.

Unit 2: Types & Forms of Life Insurance

12

Hours Term, Whole, Universal, Variable, Hybrid and specialized life insurance, features & riders: death benefit options and riders, Cash value accumulation and surrender options, Policy loans and withdrawals, Riders for accelerated benefits and long-term care

Unit 3: Underwriting & Claim settlement

11

Hours Underwriting process and risk assessment, premium determination and rating, mortality tables, Claims: death claim process, contestability period and investigations, settlement options, policy reinstatement and lapsed policies

Unit 4: Ethics & Life insurance

10 Hours

Professional ethics and standards, Disclosure and transparency in sales practices, Suitability and fiduciary responsibilities, Ethical dilemmas in life insurance.

Exercises: The learners are required to:

1. compare insurance policies suiting the coverage requirements and financial plans of different individuals. (Unit1)

2. make a matrix representing the type of insurance policy, its features and the needs of different individuals to aid decision making for a potential policy holder(Unit2).
3. make a presentation on the use of mortality tables in the underwriting process and risk assessment (Unit3).
4. create an ethical sales pitch for a potential policyholder (Unit4).

Suggested Readings:

- Black, K. Jr. & Skipper, H. D., & Black, K. (2013). *Life Insurance*, CBS publication.
- Heo, W. (2020). *The demand for life insurance*. Springer.
- Mishra, K. (2016). *Fundamentals of Life Insurance Theories and Applications*. PHI Learning Pvt. Ltd.
- Mishra, K.C. & Kumar, C. S. (2009). *Life Insurance- Principles and Practice*, Cenage Learning India Pvt. Ltd.
- Murthy, H. S. N. & Sarma. K.V.S. (2019). *Modern Law of Insurance in India*. Delhi: Universal Book Traders.
- Sadhak. H. (2009). *Life Insurance in India*, New Delhi: Response Books.
- Shashidharan K. (2008). *Managing Life Insurance*, Prentice- Hall of India Pvt. Ltd.
- Sethi, J., & Bhatia, N. (2023). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd.

Additional Readings:

Publications of Insurance Institute of India, Mumbai

1. IC-02 Practice of Life Insurance
2. IC- 23- Application of Life Insurance
3. IC- 24- Legal Aspects of Life Insurance
4. IC- 33- Life Insurance

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.**

BASICS OF NON-LIFE INSURANCE
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE
COURSE

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility criteria	Pre-requisite of the course
Basics of Non-Life Insurance GE – 6.2	4	3	1	0	Pass in class 12th	Nil

Learning Objectives: The course aims to familiarize students with the principles, products, underwriting, and claims management processes involved in non-life insurance. It enables students to develop skills to evaluate and manage non-life insurance risks effectively.

Learning Outcomes: After completion of the course, learners will be able to:

1. compare different types of non-life insurance policies and their coverage features.
2. appraise non-life insurance policies based on risk assessment
3. examine the claims handling process and settlement procedures
4. examine the impact of technological advancement on innovation in insurance products and their distribution channels.

Unit 1: Introduction

10 Hours

Definition, purpose, types of non-life insurance & industry overview, Coverage and exclusions, Endorsements and policy modifications, Deductibles and policy limits, Additional insureds and certificates of insurance.

Unit 2. Risk assessment & Underwriting

12

Hours Role of non-life insurance in risk management, Risk assessment, Underwriting guidelines and criteria, Loss control and risk improvement strategies, Rating methodologies and premium calculations, Reinsurance and risk transfer mechanisms, Financial solvency and reserves

Unit 3. Claims handling & Settlement

12

Hours Reporting and documenting claims, Claims investigation and evaluation, Settlement negotiations and subrogation, Fraud detection and prevention, Contractual and key legal principles in non-life insurance, Policyholder rights and responsibilities

Unit 4. Emerging trends

11 Hours

Ethics and professional standards, Disclosure requirements and consumer protection, Technological advancements in underwriting and claims, Impact of big data and analytics, Climate change and natural catastrophe risks, Innovations in non-life insurance products

Exercises: The learners are required to:

1. make group presentations comparing the policy features of different non-life insurance products (Unit1).

2. make a presentation comparing the risk assessment of various non-life insurance policies and the underlying principles of underwriting (Unit2).
3. make a project comparing the convenience faced by policyholders during the claims handling and settlement process of any 3 insurance companies (Unit3).
4. make case studies on technological innovations in insurance products, distribution channels or big data analysis adopted by any one insurance company (Unit4).

Suggested Readings:

- Birds J., Lynch B., Paul S., (2022). *MacGillivray on insurance law: relating to all risks other than marine*. 15th ed. Sweet & Maxwell (unit3)
- Birds J., Richard K. (2022). *Bird's modern insurance law*. 12th ed. Sweet and Maxwell.
- Booth, P., Chadburn, R., Haberman, S., James, D., Khorasanee, Z., Plumb, R. H., & Rickayzen, B. (2004). *Modern actuarial theory and practice*. CRC Press LLC
- Miran Jus. (2013). *Credit Insurance*. Academic Press, Elsevier. UK.
- McGee. A. (2018). *The modern law of insurance*. Andrew McGee. 4th ed. London: LexisNexis.
- Murthy, K. S. N. & K. V. S. Sarma. (2019) *Modern Law of Insurance in India*. Sixth Ed. Butterworths.
- Srinivasan M.N., Kannan. K. (2017). *Principles of Insurance Law*. Lexis Nexis.

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.**