

UNIVERSITY OF DELHI  
Bachelor of Management Studies (BMS)

(SEMESTER-I)  
based on

Undergraduate Curriculum Framework 2022 (UGCF)  
(Effective from Academic Year 2022-23)



University of Delhi

Semester –I

DSCs:-

Course Title	Nature of the Course	Total Credits	Components			Eligibility Criteria/ Prerequisite	Contents of the course and references may be seen at
			L	T	P		
Fundamentals of Management	DSC-1	4	3	1	0	Class XII Pass	Annexure – I
Statistics for Business Decisions	DSC-2	4	3	1	0	Class XII Pass	Annexure -II
Financial Accounting and Analysis	DSC-3	4	3	1	0	Class XII Pass	Annexure -III

GEs:-

Course Title	Nature of the Course	Total Credits	Components			Eligibility Criteria/ Prerequisite	Contents of the course and references may be seen at
			L	T	P		
Management Wisdom from India	GE1	4	3	1	0	Class XII Pass	Annexure – IV
Finance for Non-Finance Executives	GE3	4	3	1	0	Class XII Pass	Annexure -V
Wealth Management	GE5	4	3	1	0	Class XII Pass	Annexure –VI
Fundamentals of Marketing Management	GE7	4	3	1	0	Class XII Pass	Annexure –VII
Fundamentals of Organizational Behaviour	GE9	4	3	1	0	Class XII Pass	Annexure –VIII
Dynamics of Start-Ups	GE11	4	3	1	0	Class XII Pass	Annexure –IX

## 1. DETAILED LIST OF COURSES

### DISCIPLINE SPECIFIC CORE (DSC) COURSES

Semester	Course	Discipline Specific Core (DSC) Course
<b>I</b>	DSC01	Fundamentals of Management
	DSC02 *	Statistics for Business Decisions
	DSC03 *	Financial Accounting and Analysis

\* **Note: Papers DSC02 and DSC03 are the same as offered in Bachelor of Business Administration (Financial Investment and Analysis)**

## 2. COURSE CREDITS

### CREDITS FOR DISCIPLINE SPECIFIC CORE (DSC) COURSES

S. No.	Course Title	Course	No. of Credits	Components of the Course		
				Lecture	Tutorial	Practical
1.	Fundamentals of Management	DSC01	4	3	1	0
2.	Statistics for Business Decisions	DSC02	4	3	1	0
3.	Financial Accounting and Analysis	DSC03	4	3	1	0

## 3. SKILL OUTCOME/COMPETENCY MAPPING OF COURSES

SO1: Analytical Skills

SO2: Critical Thinking and Problem Solving

SO3: Articulation and Communication Skills

SO4: Creativity and Innovation

SO5: Decision Making

SO6: Digital Competence

SO7: Leadership and Team Skills

## **4.DETAILED SYLLABUS OF COURSES DISCIPLINE SPECIFIC**

### **CORE (DSC) COURSES (SEMESTER 1)**

#### **DSC01: FUNDAMENTALS OF MANAGEMENT**

**Course Objective(s):** To acquaint the students with the fundamentals of managing business and to understand broad functions of management. Students will be able to identify the contemporary issues and challenges in the field of management and ethical workplace practices. The course will use and focus on Indian experiences, approaches and cases.

**Learning Outcomes:**

On having completed this course student should be able to:

- Summarize the elementary concepts, principles and theories of management
- Examine the managerial functions having an impact on the organizational effectiveness
- Identify the contemporary issues and challenges in management
- Develop ethical workplace practices

**Course Contents:**

**Unit 1: Introduction to Management**

**(3 Weeks)**

Definition – nature, process and significance of management – Role of managers – Managerial Skills and Roles - Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approach, Modern Management Approaches - Management as a Science or Art - Management as a profession- Administration and Management Functions of Management – Functional Areas of Management.

**Unit 2: Planning and Decision Making**

**(3 Weeks)**

Planning - Nature and Importance of Planning- Types of Plans - Levels of Planning - Steps in planning – Making Effective Plans- Objectives and Management by Objective (MBO) –Management by Exception (MBE) - Policy and Strategy- Forecasting and Decision Making - Nature of decision making - Types of decisions – Decision Making Process – Rational Perspectives and Behavioural Aspects of decision making.

**Unit 3: Organizing, Directing and Controlling**

**(4 Weeks)**

Organizing, Principles of Organization - Organisational Structure and Design – Line, Staff and functional authority. Departmentation - Span of control – Authority – Types of Departmentalization – Contemporary Organizational Designs, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of authority. Directing – Nature of Directing function - Principles – Importance of Effective Direction. Controlling - Concept, Nature and Importance- Techniques of Managerial control.

**Unit 4: Contemporary Perspectives of Indian Management Thought**

**(5weeks)**

Relevance of gurukul concepts in modern corporate world-shadowing, mentoring and coaching;

roots of Indian Wisdom-welfare-oriented economy based on moral values. Unique Indian Business Scenarios-population density, crowd behavior, role of the unorganized sector in trade and commerce, cultural issues in India, infrastructure development, public private partnerships and regulation, how taxation drives business behavior, logistics management, saving habits of Indians. Indian Business Practices-community-based business management (Chettias of Tamil Nadu, Marwaris of Rajasthan, Angadias of Gujrat), Indian Family Business Management, Community level success stories-Gupta Empire, Gujrati, Marwari, Punjabi traders.Studying Indian Business Success Stories such as dabbawallas, Amul, Swachh Bharat, Atmanirbhar Bharat, PLI Scheme Initiatives, Indian Corporates working abroad, success of Indians as individuals abroad- in domains such as IT, Merchant Navy, Higher Education, Medicine. Indian perspectives on sustainability, creativity, inter-personal skills, business ethics, environment.

### **Suggested Readings**

1. Stephen P. Robbins & Mary Coulter, *Management*. 13th Ed. Pearson
2. Stoner, Freeman, Gilbert Jr. (2014). *Management* (6th edition), New Delhi: Prentice Hall India.
3. Koontz, H., & Weihrich, H. *Essentials of Management*, McGraw Hill Publishers.
4. Mahadevan, B., Bhat, V. R., Pavana, N. (2022) *Introduction to Indian Knowledge System Concepts and Applications*. PHI Learning

### **Teaching – Learning Process**

Lectures, Presentations, Role plays, Case studies, Term paper on a given topic

### **Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment of the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

### **Key Words**

Management, Planning, Decision-Making, Controlling, Organization Structures

**DSC02: Statistics for Business Decisions**

**Course Objective(s):** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various financial and managerial situations. The course will enhance students' critical thinking and problem solving that rests on Statistical Methods and Data Analysis approaches.

**Learning Outcomes:**

On completion of the course students should be able to

- Summarize data sets using Descriptive statistics
- Analyze the relationship between two variables of various managerial situations
- Geometrically Interpret Correlation and Regression
- Develop managerial decision problems using Probability Density Functions and Cumulative Density Functions

**Course Content:****Unit I: Data and its Descriptive Analysis****(8 lectures)**

Quantitative and Qualitative Data, Attributes and variables, Scales

of measurement: nominal, ordinal, interval and ratio, Measures of Central Value: Mean, Median, Mode,

Measures of Dispersion: Absolute and Relative measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages.

**Unit II: Correlation and Regression Analysis****(16 lectures)**

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient.

Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, Assumptions for simple linear regression model, Violations of the assumptions of the model, R-square and MSE in Regression, Geometric Interpretation of Regression.

**Unit III: Random Variable Analysis****(12 lectures)**

Probability: Meaning and need, Conditional probability, Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, Central limit theorem.

**Unit IV: Introduction to Estimation and Hypothesis Testing****(12 lectures)**

Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Level of Significance; Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.

**Suggested Readings**

1. Gupta, S.P., Statistical Methods, Sultan Chand & Sons
2. Levine, D., Stephan, D., & Szabat, K., Statistics for Managers using MS Excel, Pearson India
3. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi
4. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India
5. Evans, J., Business Analytics, Pearson India

**Recommendation**

The students are encouraged to solve real life case studies using Spreadsheets.

**Teaching – Learning Process**

Practical can be incorporated based on the theoretical concepts of Descriptive statistics. Students will be encouraged to perform data analysis using Excel.

**Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment of the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

**Key Words**

Descriptive Statistics, Measures of Central Tendency, Measures of Dispersion, Correlation, Regression, Random variable, Probability distribution, Normal Distribution, Testing of Hypothesis

### **DSC03: FINANCIAL ACCOUNTING & ANALYSIS**

**Course Objective(s):** To familiarize students with the mechanics of preparation of Financial Statements; understanding Corporate Financial Statements in the light of IFRS or Indian Accounting Standards, their analysis and interpretation; understanding of beyond Balance Sheet indicators to project corporate performance; prediction of financial crisis of a business enterprise.

**Learning Outcomes:**

- Understand the process of recording and classifying business transactions and events
- Creating and understanding Financial Statements of Sole Proprietor, viz., Profit & Loss Account, Balance Sheet
- Understand the financial statements of company as per IFRS/Ind-AS
- Analyse the Financial Statements from the perspective of different stakeholders using Ratio analysis, Cash flow analysis, Net working capital analysis , Trend analysis and learning to use beyond balance sheet indicators for analysing corporate performance
- Understanding of financial distress or bankruptcy prediction, introduction to earnings management

**Course Contents:**

**Unit 1: Introduction to Financial Accounting. Basic Concepts and Conventions (4 Weeks)**

Business Entity, Dual Aspect, Going Concern, Accounting Period, Money Measurement, Accrual, Disclosure, Materiality, Consistency, and Conservatism. The Accounting Equation. Understanding Assets, Liabilities, Revenues, and Expenses. Understanding Capital Expenditure, Revenue Expenditure, Deferred Revenue Expenditure, Capital Receipts, and Revenue Receipts. Nature of Accounts and Rules of Debit and Credit. Recording transactions in General Journal. Preparation of Ledger Accounts. Opening and Closing Entries. Preparation of Trial Balance.

**Unit 2: Preparation of Financial Statements (4 Weeks)**

Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Format for preparing financial statements for IND-AS companies as per Division II, Schedule III, Companies Act, 2013. Understanding of Financial Statements of a Joint Stock Company as per new accounting standards: IND-AS (Balance sheet, Profit & Loss, Statement of Comprehensive Income, Cash Flow Statement); Understanding the contents of a Corporate Annual Report (Actual latest annual reports to be used).

**Unit 3: Global Accounting Standards/IFRS (3 Weeks)**

Meaning & need for globalisation of accounting standards, Adoption versus Convergence, need for convergence of Indian GAAP with IFRS; Benefits of achieving Convergence with IFRS to different stakeholders in India. Salient features of Ind-AS/IFRS (Fair Value Accounting, Substance versus form, Time value of money). Introduction to Indian Accounting Standards (Ind-AS); Understanding IND-AS 1: Presentation of Financial Statements, IND-AS 7: Cash Flow Statement, IND-AS 109: Financial Instruments.

#### **Unit 4: Analysing Financial Statements**

**(5 Weeks)**

Objectives of Financial Statement Analysis; Sources of information; Standards of Comparison; Techniques of Financial Statement Analysis (Through a case study of real company) - Ratio analysis, Cash flow analysis, Net working capital analysis, Trend analysis. Use of ratios to predict financial crisis of a company by using Altman Z –score. Use of Beyond the Balance Sheet indicators of analysing financial position of a company. Introduction to Earnings Management.

#### **Suggested Readings**

1. Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Private Limited, Delhi.
2. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accounting- Text and Cases. McGraw Hill Education (India) Private Limited, New Delhi.
3. Garg CA Kamal, and Sehrawat Neeraj Kumar. Beginner`s Guide to Ind-AS & IFRS. Bharat Law House Pvt. Ltd., New Delhi.
4. Maheshwari S.N., Maheshwari Suneel K., and Maheshwari Sharad K. An Introduction to Accountancy. Vikas Publishing House Private Limited, Noida.
5. Bhattacharyya Asish K. Corporate Financial Reporting and Analysis. PHI Learning Private Limited, Delhi.

#### **Additional Readings**

1. Lal Jawahar. Corporate Financial Reporting: Theory, Practice & Cases. Taxmann Publications Private Limited.
2. Patricia M. Dechow, Richard G. Sloan and Amy P. Sweeney: Detecting Earning Management, the Accounting Review. 70, No. 2 (Apr., 1995), pp. 193-225.

Note: Latest edition of the suggested/additional readings will be used.

#### **Teaching Learning Process**

Class room lectures, Case study discussion, Numerical problem solving, Class presentation on the assigned topic by students - individually or in groups, Workshops and Tutorials.

#### **Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment of the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

#### **Key Words**

Generally Accepted Accounting Principles, Financial Statements, Financial Ratios, IFRS, Indian Accounting Standards.



## 1.1 GENERIC ELECTIVE (GE) COURSES

**SET A: \*Generic Electives to be offered to students of other disciplines.**

GENERAL MANAGEMENT*			
S. No.	To be Offered in Odd Semesters	S. No.	To be Offered in Even Semesters
1.	Management Wisdom from India	1.	Family Business Management
2.	Finance for Non-Finance Executives	2.	Financial Planning for Individuals
3.	Wealth Management	3.	Introduction to International Business
4.	Fundamentals of Marketing Management	4.	Personal Selling
5	Fundamentals of Organizational Behaviour	5.	Basics of Human Resource Management
6	Dynamics of Start-Ups	6	Ethics and Governance in Business

## 1.2 CREDITS FOR GENERIC ELECTIVE (GE) COURSES

**SET A: \*Generic Electives to be offered to students of other disciplines.**

### GENERAL MANAGEMENT\*

S. No.	Course Title	Course	No. of Credits	Components of the Course		
				Lecture	Tutorial	Practical
1.	Management Wisdom from India	GE	4	3	1	0
2.	Family Business Management	GE	4	3	1	0
3.	Finance for Non-Finance Executives	GE	4	3	1	0
4.	Financial Planning for Individuals	GE	4	3	1	0
5.	Wealth Management	GE	4	3	1	0
6.	Introduction to International Business	GE	4	3	1	0
7.	Fundamentals of Marketing Management	GE	4	3	1	0
8.	Personal Selling	GE	4	3	1	0
9.	Fundamentals of Organizational Behaviour	GE	4	3	1	0



## **GENERIC ELECTIVE (GE) COURSES**

### **GENERAL MANAGEMENT**

#### **1. MANAGEMENT WISDOM FROM INDIA**

**Course Objectives:** This course aims to bring management education and research in India in line with its needs to tackle contemporary challenges and develop management models that are rooted in India's spiritual and cultural ethos. This course attempts to highlight relevant contemporary issues.

**Learning Outcomes:** At the end of this course, students should be able to:

1. Have a deeper understanding of the various theories, concepts and ideas that constitute 'received knowledge' of Indian Management.
2. See how to compare and contrast Indian management thought with Western concepts.
3. Apply Indian management thought more effectively in an organisation setting.
4. Understand how Indian thoughts help enable growth and development of the self, organisations, society and environment in the present as well as future context.

#### **Course Contents:**

##### **Unit 1: Indian Wisdom**

**(3 Weeks)**

Understand the principles of materialism (abhyudhaya), spiritualism (nisreyasa), nivṛtti (spiritual contemplation), pravṛtti (worldly duties), coexistence (loka sagraham), cohesion (samanva), arkaśāstra (Analysis, Reasoning, Argumentation), Diversity Management (Anekāntavāda). Relevance of Gurukul concepts in modern corporate world - shadowing, mentoring and coaching; Roots of Indian wisdom - welfare-oriented economy based on moral values. Using Indian wisdom to solve modern management problems.

##### **Unit 2: Management Paradigms from Ancient Texts**

**(4 Weeks)**

Relevant concepts: Spiritual dimensions, Karma, Organisation tension, Positive thinking, Integrity, Leadership, Work Ethic. Management learnings from the Bhagavad Gita. Interpersonal Relations in Ramayana and Mahabharata. Pauranic Jagruti and Tourism Management. Management principles from the Guru Granth Sahib. Management learning and Organisational Policies from the Thirukural. Government administration from Kautilya's Arthashastra. Learnings from a study of Manusmṛiti.

##### **Unit 3: Indian Management Practices**

**(5 Weeks)**

Uniquely Indian business scenarios – population density, crowd behaviour, role of the unorganized sector in trade and commerce, or cultural issues in business, infrastructure development, public private partnerships and regulation, how taxation drives business behaviour, logistics management, saving habits of Indians. Indian business practices- Community-based Business Management (Chettiars in Tamil Nadu, Marwaris of Rajasthan, Angadias of Gujarat), Indian family business management, community level success stories- Gupta empire, Gujarati, Marwari, Punjabi traders. Studying Indian business success stories

such as Dabbawallas, Amul, Swachh Bharat, Atmanirbhar Bharat, PLI scheme initiatives, Indian corporates working abroad, success of Indians as individuals abroad in domains such as IT, Merchant Navy, Higher Education, Medicine

#### **Unit 4: Future for Indian Management Thoughts**

**(3 Weeks)**

Indian models like OSHA, Theory K and Corporate Rishi Model. Management education should be based on four Ds (decision, direction, determination and dedication) and four Es (explore, experience, enjoy and excel) in students. Indian perspectives on sustainability, creativity, interpersonal skills, business ethics, environment friendly.

#### **References:**

1. Srinivasan, V.: New Age Management Philosophy from Ancient India. Lotus.
2. Peetham, Sri Sharada: Ancient Wisdom for Modern Management. Springer.
3. Bansal, Ipshta: Management Concepts In Ancient Indian Psycho-Philosophic Thought. Wisdom-Banasthali Vidyapith.
4. Sharma, Subhash: Indian Management. New Age International.
5. Swami Ranganathananda, (2001), "Universal Message of the Bhagavad Gita", 3 Volumes, Advaita Ashrama, Kolkata.
6. Swami Dayananda Saraswati, (2007), "The value of values", Arsha Vidya Research & Publication Trust, Chennai.

#### **Additional Readings:**

1. Mahadevan, B. Writings on Gita & Management, <http://www.iimb.ernet.in/webpage/b-mahadevan/bhagavad-gita-amp-management>.
2. Swami Chinmayananda, (1996), "Holy Geeta", Central Chinmaya Mission Trust, Mumbai.
3. Bhattathiri, M.P. "Bhagavad Gita and Management".
4. Houston, D.J. and Cartwright K.E. (2007), "Spirituality and Public Service". Public Administration Review, Jan. – Feb., 2007, 88 – 102.
5. Poole, E. (2007). "Organizational Spirituality – A literature review", Journal of Business Ethics, 84, pp. 577 – 588.
6. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gītā", Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
7. Ehrenfeld, J. R. (2005). "The Roots of Sustainability", MIT Sloan Management Review, 46 (2), pp. 23- 25.

#### **Teaching – Learning Process:**

The teaching-learning process for this paper would include classroom lectures; Case study discussions; class presentations; Interactive sessions; Workshops; Tutorials and Role playing.

**Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

**Key Words**

Indian Management; Ancient Wisdom; Arthashastra; Gurukul; Indian Management Thought

**Notes:**

1. <https://cessedu.org/sites/cessedu.org/files/National%20Workshop%20on%20Bharatiya%20Management.pdf>
2. [https://www.iimb.ac.in/sites/default/files/inline-files/MPBG%20Course%20Outline\\_0\\_1.pdf](https://www.iimb.ac.in/sites/default/files/inline-files/MPBG%20Course%20Outline_0_1.pdf)
3. [https://www.icsi.edu/media/webmodules/linksofweeks/ICSI-June\\_2020.pdf](https://www.icsi.edu/media/webmodules/linksofweeks/ICSI-June_2020.pdf)
4. <https://mibrand.my/the-jewels-of-ancient-indian-management-principles/>
5. <https://www.exoticindiaart.com/book/details/ancient-wisdom-for-modern-management-nae442/>
6. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1060.4608&rep=rep1&type=pdf>
7. <https://www.goodreads.com/book/show/7151578-new-age-management-philosophy-from-ancient-indian-wisdom>
8. <https://www.ibpbooks.com/ethics-in-management-insights-from-indian-wisdom/p/34617>
9. [https://www.delhibusinessreview.org/v\\_2n1/dbrv2n1e.pdf](https://www.delhibusinessreview.org/v_2n1/dbrv2n1e.pdf)
10. [https://globaljournals.org/GJMBR\\_Volume17/2-Management-Practices-in-the-Ancient.pdf](https://globaljournals.org/GJMBR_Volume17/2-Management-Practices-in-the-Ancient.pdf)
11. <https://www.sciencedirect.com/science/article/pii/S0970389614000135>

### **3. FINANCE FOR NON-FINANCE EXECUTIVES**

**Course Objective:** To familiarize non finance executives with the essentials of finance and investments.

#### **Course Learning Outcomes**

- Understand Investment Environment and concept of Return & Risk.
- Analyze bond valuation & role of credit rating agencies.
- Examine equity analysis approaches.
- Understand two securities portfolio using Harry Markowitz model and understand CAPM.
- Familiarize with Investors' protection framework.

#### **Course Contents**

##### **Unit 1: Introduction to Finance (3 Weeks)**

Introduction to Financial Management: Concept and Importance of Finance Function, Objectives of Financial Management, Financial Decisions and their Risk-Return Trade-off. Time Value of Money – Concept and Rationale, Compounding & Discounting to obtain Future and Present values. Types of Risks and Returns. Sources of Finance.

##### **Unit 2: Investment Decisions (4 Weeks)**

Concept and Importance of Capital Budgeting, Objectives and Problems in Capital Budgeting, Types of Investment Projects and kinds of Investment Decisions, Capital Budgeting Process. Investment Evaluation Techniques: Pay Back Period, Discounted Payback Period, Net Present Value, Profitability Index, Internal Rate of Return. Selection of suitable evaluation technique.

##### **Unit 3: Financing Decisions (4 Weeks)**

Cost of Capital: Concept, Cost of Debt Capital, Cost of Preference Share Capital, Cost of Equity Share Capital, Weighted Average Cost of Capital (WACC). Leverage Analysis: Meaning of Leverage; Operating Leverage, Financial Leverage, and Combined Leverage. Capital Structure (Theory only): Concept, Factors affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, and Traditional Approach.

##### **Unit 4: Dividend Decisions and Working Capital Management (4 Weeks)**

Dividend Decisions: Concept, Relevance of Dividend Decisions: Walter's Model and Gordon's Model. Types of Dividends, Dividend Policies and factors determining the Dividend policy. Working Capital Management (Theory only): Concept and need for Working Capital, Types of Working Capital and factors affecting Working Capital requirements.

#### **References**

- Fundamentals of Financial Management: with Excel application supplement, Surender Singh and Rajeev Kaur, Mayur Paperbacks.
- Bhargav, B, K, *Finance For Non-Finance Managers*. Jaiko Publishing House.
- Chandra, P. *Finance Sense: Finance For Non-Finance executives*. Tata McGraw Hill.
- Tripathi, Vanita, *Basic Financial Management*” Taxmann Publication.

### **Additional References**

- Chandra, P. *Financial Management – Theory and Practice*. Tata McGraw Hill.
- Tripathi, Vanita, *Fundamentals of Investments*. Taxmann Publication.
- Gabriel Hawawini, Claude Viallet, *Finance For Non-Finance Managers*, Cengage Delmar Learning India Pvt Ltd.
- Gene Siciliano ,*Finance for Nonfinancial Managers*, (Briefcase Books Series), Tata McGraw Hill.

### **Teaching – Learning Process**

As the course is designed to familiarize non finance executives with the essentials of finance, the teaching learning process will be based on lectures, project work/field work and cases studies.

### **Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

### **Key Words**

Time Value of Money, Risk, Return, Financial Statements, Financial Ratio Analysis, Capital Budgeting, Cost of Capital, Capital Structure, Dividend Decision, Working Capital Decision.

## **5. WEALTH MANAGEMENT**

**Course Objectives:** To familiarize students with the essential concepts and fundamentals of financial investments. The course will enable them to understand and make informed choice about the various available financial investment alternatives.

**Learning Outcomes:** On successful completion of his course, the students will be able to:

- Provide an overview of various aspects related to wealth management.
- Understand the fundamentals of financial investments and the investment decision process.
- Able to compute various measures of risk and return, and understand their role for evaluating investments.
- Understand and carry out security analysis using different approaches.
- Learn basic approaches to managing portfolios.

### **Course Contents**

#### **Unit 1: Basics of Wealth Management and Investments (3 Weeks)**

Introduction to Wealth Management, Need for Wealth Management, Components of Wealth Management, Process of Wealth Management. Concept of Investment, Financial Investment Vs. Real Investment, Investment Vs. Speculation, Objectives or Features of Investment, Risk Return Trade Off, Investment Environment – Overview of Securities Market and Different Types of Financial Investment. Investment Decision Process, Direct Investing Vs Indirect Investing, Approaches to Investing – Active Vs Passive.

#### **Unit 2: Risk – Return Analysis (4 Weeks)**

Concepts of Return and Risk, Types of Return (their calculation & utility): Absolute Return, Average Return, Expected Return, Holding Period Return, Effective Annualized Return, Portfolio Return, Risk-Adjusted Return. Causes (or Sources) and Types of Risk – Systematic and Unsystematic Risk, Components of Systematic and Unsystematic Risk. Calculation of Total, Systematic and Unsystematic Risk. Impact of Taxes and Inflation on Investment – Computation of Post Tax and Real Returns.

#### **Unit 3: Security Analysis (4 Weeks)**

Approaches to Security Analysis – Fundamental Analysis, Technical Analysis, and Efficient Market Hypothesis (EMH). Fundamental Analysis – EIC Framework, Economic Analysis, Industry Analysis, and Company Analysis. Technical Analysis – Basic Tenets of Technical Analysis, Tool of Technical Analysis – Charts, and Technical Indicators, Limitations of Technical Analysis. Difference between Fundamental Analysis and Technical Analysis.

#### **Unit 4: Portfolio Management & Estate Planning (4 Weeks)**



Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation. Asset allocation: Asset allocation pyramid, investor life cycle approach. Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing. Portfolio Analysis – Portfolio Risk and Portfolio Return. Estate Planning – Fundamentals of Estate Planning, Impact of Property Ownership and Beneficiary Designations, Estate Planning Documents, and Executing Basic Estate Planning.

**Text Books:**

1. Tripathi, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.
2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.

**Additional Readings:**

1. Randall S. Billingsley, Lawrence J. Gitman, and Michael D. Joehnk (2017): Personal Financial Planning. Cengage Learning.
2. Susan M. Tillery, and Thomas N. Tillery: Essentials of Personal Financial Planning. Association of International Certified Professional Accountants.
3. Singh, Rohini (2017): Security Analysis and Portfolio Management (2nd Edition). Excel Books.

**Teaching – Learning Process:**

Class room lecture, Numerical Problem solving, Case study discussion, Class presentation on the assigned topic by students individually or in group, Workshop, Tutorials, Role play.

**Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

**Key Words:**

Wealth Management, Financial Investments, Risk and Return, Fundamental Analysis, Technical Analysis, Portfolio Management, Estate Planning.

## **7. FUNDAMENTALS OF MARKETING MANAGEMENT**

**Course Objective:** This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.

**Learning Outcomes:** Students will be able to

1. Understand the concept of marketing and related concepts.
2. An in-depth understanding to various elements marketing mix for effective functioning of an organization.
3. Learn some of the tools and techniques of marketing with focus on Indian experiences, approaches and cases.

**Course Contents:**

### **Unit 1: Introduction and Marketing Environment (4 Weeks)**

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Portfolio approach – Boston Consulting Group (BCG) matrix.

### **Unit 2: Segmentation, Targeting and Positioning and Product Decisions (4 Weeks)**

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling.

### **Unit 3: Pricing, Promotion and Marketing Channel Decisions (4 Weeks)**

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers.

### **Unit 4: Marketing of Services (3 Weeks)**

Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps.

**Text Books:**

1. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
2. Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition)

**Additional Readings:**

1. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective – Indian Context, Macmillan Publishers India Limited.

**Teaching – Learning Process:**

Lectures, Presentations, Case studies, Test/Quiz, Term paper on a given topic.

**Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

**Key Words**

Consumer, Segmentation, Targeting, Positioning, Product, Price, Promotion, Place.

## **9. FUNDAMENTALS OF ORGANISATIONAL BEHAVIOUR**

**Course Objective(s):** The course seeks to explain the concepts in Organisational behaviour and apply its concepts to improve the understanding of human behaviour for enhancing the functioning of an organizational unit.

**Learning Outcomes:** At the completion of the course students will be able to:

1. Identify and define organisational behaviour concepts.
2. Explain how individual differences—such as personalities, perceptions, and learning affect employee performance.
3. Analyse motivation and leadership styles and determine their effectiveness in employee situations.
4. Develop an understanding of group behaviour and group dynamics.

### **Course Contents:**

#### **Unit 1: Fundamental Concepts in OB (4 Weeks)**

Importance and Key concepts in OB. Perception, Factors affecting Perception, Perceptual Process, and Errors in Perception. Personality: Concept and Factors affecting personality. Learning: Concept and Theories of Learning, Concept of Reinforcement.

#### **Unit 2: Motivation and Interpersonal Relations (4 Weeks)**

Motivation: Concepts and their application, Content theories (Maslow and Herzberg's Theories); Process theories (Expectancy theory). Managing Interpersonal Relationships; Transactional Analysis; Ego states, Types of Transactions, Importance of Transactional Analysis. Johari window.

#### **Unit 3: Group Processes and Leadership at Work (4 Weeks)**

Leadership: Trait Approach, Behavioural theories (Ohio and Michigan State Studies, and Blake & Mouton's Managerial grid), and Concept of Situational/Contingency approach to Leadership. Groups: Definition Stages of Group Development, Group Processes-Group Cohesiveness.

#### **Unit 4: Organizational Dynamics of Politics, Conflict and Change (3 Weeks)**

Organisational Power: Concept, Sources of Power, Tactics to gain power in Organizations. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict. Organisational Change: Concept, Resistance to change, managing resistance to change, Implementing Change.

### **Readings**

1. Stephen P. Robbins, T. A. Organisational Behavior. Pearson.

2. Aswathappa, K., & Reddy, G. S. (2009). Organisational behaviour . Mumbai: Himalaya Publishing House.
3. Luthans Fred, Organisational Behaviour, Tata Mc Graw Hill.
4. Singh Kavita, Organisational Behaviour, Pearson.
5. Greenberg Jerald and Baron Robert A.: Behavior in Organisations: Understanding and Managing Human side of work, Prentice Hall of India

Note: Latest edition of the readings may be used.

### **Teaching – Learning Process**

Lectures, Presentations, Case Studies, Class Discussions.

### **Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

### **Key Words**

Organisation, Motivation, Leadership, Conflict, Behaviour, Learning, Perception, Personality.

## **11. DYNAMICS OF START-UPS**

**Course Objective:** To give the students an overview of entrepreneur and its types that would help students to understand basics of starting up new ventures, start-ups. The challenges they could face while starting up with new business. To enable students to explore, launch entrepreneurial ventures in their own areas of interest.

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

- Understand the process and nature of entrepreneurship.
- Identify the different ways in which entrepreneur manifests in start-ups.
- Evaluate the feasibility of pursuing the opportunity recognized.
- Know how to create one's own business venture and the various factors that influence successful set-up and sustainable operations.

### **Course Contents:**

#### **Unit 1: Entrepreneurship Journey (3 Weeks)**

Meaning of entrepreneur, types of entrepreneurs, making of an entrepreneur, role of innovation and creativity for start-ups, start-up opportunities, creativity: role of creative thinking in development and growth of new venture in India. Challenges in starting start-ups.

#### **Unit 2: Business Setup (4 Weeks)**

Characteristics of opportunity, where to look for opportunities, from identification to evaluation, forms of ownership and suitability, different modes of generating ideas, identification of opportunities: idea generation, selection and implementation, search for new ideas: techniques for generating ideas: scamper, brainstorming, mind mapping, storyboarding, role playing. Entry strategies: new product, franchising, buying an existing firm.

#### **Unit 3: Feasibility and Resource Mobilisation (5 Weeks)**

Feasibility analysis: marketing, technical and financial feasibility analysis, industry and competition analysis, assessing new venture, economic environment and socio-economic feasibility of the venture. Resource mobilization for entrepreneurship: what is resource, resources mobilization, types of resources, process of resource mobilization, sources of financing.

#### **Unit 4: Scaling-up of Business and Entrepreneurship Ecosystem (3 Weeks)**

Scaling ventures – preparing for change, harvesting mechanism and exit strategies, managing growth, reasons for new venture failures, the entrepreneurial ecosystem, business incubators, entrepreneurship in India. Government initiatives, government grant and subsidies.

### **References:**

1. Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson.
2. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.

3. M.B. Shukla . Entrepreneurship and Small Business Management : Kitab Mahal Publishers.

**Additional Readings**

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin, (latest edition)
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, (latest edition) Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, (latest edition) Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, (latest edition) Tata McGraw Hill.
5. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning.
6. Steven Fisher, Ja-nae Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd.

**Teaching Learning Process:**

Class room lecture, case study discussion, presentation on the assigned topic by students individually or in group, workshop, tutorials, role play and videos.

**Assessment**

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

**Key Words**

Entrepreneurship Process, Start-up Idea, Entrepreneurial Venture, Business Incubators.