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**Faculty of Applied Social Sciences & Humanities**  
**Bachelor in Management Studies (BMS) - Semester-IV/V/VI**

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**SEMESTER-IV**  
**Bachelor in Management Studies (BMS)**

**DISCIPLINE SPECIFIC CORE COURSE – 10: QUANTITATIVE TECHNIQUES FOR**

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE						
Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Quantitative Techniques for Management (DSC 10)	4	3	1	0	XII Class	Basic knowledge of Statistics and Mathematics

**Learning Objectives**

- To apprise learners with the construction of mathematical models for managerial decision situations and to use spreadsheets or computer software packages to obtain a solution of real business problems.
- To acquaint learners with the techniques of Operational Research for understanding, formulating, solving and interpreting the real-world scenarios.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the basic concepts, principles, and terminology of linear programming, optimization, post optimality analysis, Game theory, Transportation problem, Assignment problem and Network analysis.
- Solve and interpret the results of linear programming, Transportation and Assignment problems, Network Analysis and Game Theory.
- Construct optimization models, linear programming problems, and decision-making frameworks based on given problem statements and real-world scenarios.
- Develop critical thinking and use Optimization techniques to improve decision making.

**SYLLABUS OF DSC 10**

**Unit I: Introduction to Linear Programming Problem**

**(12 hours)**

Formulation of linear programming problems, graphical solutions (special cases: multiple optimal solution, infeasibility, unbounded solution), applications of linear programming to marketing, finance, operations management, Data Envelopment Analysis etc., Simplex Method, Special cases, Big-M method and Two-phase method.

**Unit II: Post Optimality Analysis and Game Theory**

**(9 hours)**

Duality: primal-dual relationship, shadow price, economic interpretation of dual, duality and simplex method, post optimality analysis: consequences of changes in cost coefficients and resource vector on the optimal solution.

Game theory, two-person zero-sum games, maximin & minimax principle, games without saddle point: mixed strategy, dominance rule, solution of  $2 \times 2$  and  $m \times n$  games by graphical method, formulate and solve mixed-strategy  $m \times n$  games using linear programming technique.

**Unit III: Transportation and Assignment Problem (12 hours)**

Transportation Problem: Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method; Special cases: Multiple Solutions, Maximization case, Unbalanced case, Prohibited routes.

Assignment Problem: Hungarian Method, Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.

**Unit IV: Network Analysis (12 hours)**

Basic Concept, Construction of AOA Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), probability consideration in PERT, Time-Cost optimization in Project.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Taha, H. A. (2019). *Operations Research: An Introduction*. Pearson Education, India.
2. Taylor, B. W. (2016). *Introduction to management science*. Pearson Education, India.
3. Hillier, F. S. & Lieberman G. J. (2021) *Introduction to Operations Research*. McGraw Hill, India.
4. Render, B., & Stair Jr, R. M. (2016). *Quantitative Analysis for Management*, 12th ed. Pearson Education, India.
5. Vohra, N. D. (2006). *Quantitative Techniques in Management*, 5th ed. Tata McGraw Hill, India.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## DISCIPLINE SPECIFIC CORE COURSE – 11: 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		
Financial Management (DSC 11)	4	3	1	0	Class XII	Basic knowledge of Accounting

#### Learning Objectives

- To provide an understanding of the essential elements of the financial environment in which the business firm operates.
- To acquaint learners with the techniques of financial management and their applications for business decision making.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept of time value of money and its application in investment, financing and dividend decisions.
- Understand the process of making investments, raising finance for investment in fixed and current assets and distribution of surplus from business operations.
- Evaluate the investment opportunities available, the various financing mix that can be used to derive the maximum value from the investment opportunities, the optimal dividend payout and monitor the current asset requirements.
- Analyse the evaluation outcomes to choose the best investment opportunity at the lowest cost of financing and adopt the optimal dividend payout along with the optimal level of liquidity through the working capital route to derive maximum wealth.
- Create a portfolio of investments at the best possible financing and dividend mix with the most appropriate working capital composition that will create maximum wealth under the given constraints.

#### SYLLABUS OF DSC 11:

##### Unit 1: Introduction to Financial Management

**(6 Hours)**

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization vs Wealth Maximization. Types of financial decisions – Finance, Investment, Dividend; Risk-Return Trade-off in Finance Functions. Organisation of finance function; Concept of Time Value of Money – present value, future value.

##### Unit 2: Strategic Investment Decisions and Cost of Capital

**(15 Hours)**

Strategic Investment Decisions: Capital Budgeting - Nature and meaning of capital budgeting; Principles and Process; Estimation of relevant cash flows and terminal value; Evaluation techniques – Payback and Discounted Payback Period, Net Present Value (NPV), Profitability Index Method, Internal Rate of Return (IRR) & Modified IRR, NPV vs. IRR, Net Terminal Value. Cost of Capital: Meaning and concept, Measurement of cost of capital – Cost of debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of overall cost of capital based on Historical and Market weights (WACC).

### **Unit 3 Strategic Financing & Dividend Decisions (12 Hours)**

Strategic Financing Decisions – Capital Structure, Theories and Value of the firm – Net Income approach, Net Operating Income approach, Traditional approach. Determining the optimal capital structure. Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis. Dividend Decisions: Factors determining dividend policy. Theories of dividend – Gordon model, Walter model, MM Hypothesis, Signalling Theory. Forms of dividend – Cash dividend, Bonus shares, Stock split.

### **Unit 4: Working Capital Management (12 Hours)**

Working Capital Management: Determination of Working Capital. Determining financing mix of working capital. Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs – Collection Cost, Capital Cost, Default Cost, Delinquency Cost. Management of Cash (Theory only) – Need for Cash, Cash Management Techniques (Lock box, Concentration Banking). Inventory Management (Theory only) – ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model).

### **Essential/recommended Readings (Latest editions of the readings to be used)**

1. Brealey, R.R., Myers.S., Allen, F.,& Mohanty, P. *Principles of Corporate Finance*. (13th Edition Tata Mc-Graw Hill.
2. Horne, James CV. And John M. Wachowicz, Jr. *Fundamentals of Financial Management*.(13th ed, Pearson Education.
3. Pandey, I.M. (2016), *Financial Management*, 11th ed., Vikas Publication.
4. Khan, M.Y. and Jain, P.K.(2017). *Financial Management: Text Problem and Cases*, 7th ed. Tata McGraw Hill Education.
5. Singh, S. and Kaur, R. (2020). *Fundamentals of Financial Management: with Excel application* supplement,, Mayur Paperbacks.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## DISCIPLINE SPECIFIC CORE COURSE – 12: HUMAN RESOURCE

### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 (DSC 12)	4	3	1	0	Class XII	Basics of Organizational Behaviour and Management

### Learning Objectives

- To help the learners to develop an understanding of the concept & and essential functions of human resource management.
- To focus on Human resource management in context of Indian experiences, approaches and cases.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept, functions and role of human resource management and explore the recent trends of human resource management.
- Develop an understanding of human resource management functions of planning, recruitment and selection.
- Apply the concepts of HRM to develop training and development programs for employees.
- Enhance awareness of certain important issues in industrial relations.

## SYLLABUS OF DSC 12

### Unit 1: Introduction to Human Resource

(9 Hours)

Human Resource Management: Concept and Functions; HRD – Definition, goals and challenges; The changing environment of HRM– globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs, Work life balance.

### Unit 2: Human Resource Planning, Recruitment and Selection

(12 Hours)

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Succession planning; Human Resource Information System (HRIS); Job analysis – Uses, methods, Job description & Job specifications; Recruitment: internal & external sources, Selection process, Tests in selection, concept of reliability and validity in selection; Orientation: Concept and process.

### Unit 3: Training and Development

(12 Hours)

Training: Concept, Training Process, Methods of training. Management Development: Concept & Methods. Performance Management System: concept, uses of performance appraisal, performance management methods, factors that distort appraisal. Career Planning: career life stages, career anchors. Compensation: Steps in determining compensation, job evaluation, components of pay



structure, factors influencing compensation levels, Trends in Compensation. Incentives: Importance and types; Benefits - Types, Brief introduction to social security, health, retirement & other benefits.

#### **Unit 4: Industrial Relations**

**(12 Hours)**

Industrial Relations: Introduction to Industrial Relations; Trade unions role, types, functions, problems. Industrial disputes – concept, causes & machinery for settlement of disputes. Employee Grievances – concept, causes & grievance redressal procedure. Discipline – concept, aspects of discipline & disciplinary procedure. Collective bargaining: concept, types, process, problems, essentials of effective collective bargaining.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Dessler, G., & Varrkey, B. (2005). *Human Resource Management, 15e*. Pearson
2. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). *Fundamentals of human resource management*. John Wiley & Sons.
3. Chhabra, T.N. (2009). *Human Resource Management Concept & Issues*. Dhanpat Rai and company.

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## DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-4)

### DSE 4: INTEGRATED MARKETING 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		
Integrated Marketing Communication (DSE 4)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- To equip the learners with knowledge on the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program.
- Develop understanding of various tools of IMC and the importance of coordinating them for an effective marketing communications program.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the purpose and importance of IMC and Social and ethical aspects of IMC.
- Develop an understanding of the creative aspects of advertising and media strategy.
- Analyse the concepts of the choice of different elements of IMC.
- Evaluate the effectiveness of the promotional program, social and cultural consequences and economic effects of advertising.

#### SYLLABUS OF DSE 4

##### Unit 1: Introduction to IMC and the Communications Process (9 Hours)

Evolution of IMC and reasons for its growth, promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing Process, Communication Process; Traditional & Alternative Response Hierarchy models. Setting objectives for the IMC Program, Establishing and Allocation of Promotional budget. Social and ethical aspects of IMC.

##### Unit 2: Creative and Media Strategy (12 Hours)

The Creative Process, Inputs to the Creative Process, Advertising Appeals, Media planning and scheduling; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; introduction to broadcast, print, support media; Digital and Social media marketing.

##### Unit 3: Others Tools of IMC (12 Hours)

Evaluating Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal

Selling: Objectives and Types of Direct Marketing, Advantages and Disadvantages of Direct Marketing, Objectives of Interactive Media Marketing, Measures of Effectiveness on Internet, Advantages and Disadvantages of Internet, Growth of Sales Promotions, Types of Sales Promotions: Consumer and Trade Promotions, Process, Advantages and Disadvantages of Public Relations, Publicity: Advantages and Disadvantages, Nature, Advantages and Disadvantages of Personal Selling.

#### **Unit 4: Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects (12 Hour)**

Measuring Effectiveness: Arguments for and against, Advertising Research – What, When, Where & How, Testing Process. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising.

##### **Essential/recommended Readings (latest edition of readings to be used)**

1. Belch, G. E., Belch, M. A., & Purani, K. (2021). *SIE Advertising and promotion : an integrated marketing communications perspective*. (12th ed). McGraw-Hill Education
2. Batra, R., Myers, J.G., Aaker, & D.A. (2002). *Advertising Management*. (5th ed). Prentice Hall India.
3. Moriarty, S., Mitchell, N, Wells, W. D., & Wood, C.(2021). *Advertising & IMC- Principles & Practice*. (11th ed). Prentice Hall.
4. Kazmi, H.H., Batra, & S. K. (2008). *Advertising and Sales Promotion*. (3rd ed). Excel books.

##### **Suggestive Readings (latest edition of readings to be used)**

1. Russel, R., Lane, J., & Thomas. W. (2002). *Kleppner's Advertising Procedure*. 15th edition. Pearson Custom Publishing.
2. Clow, K. E., & Baack, D. (2017). *Integrated Advertising, Promotion and Marketing Communication*. 8th edition. Prentice Hall.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time**

## DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-5)

### DSE 5: 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)	4	3	1	0	Class XII	Basics of marketing

#### Learning Objective

- To attain a comprehensive knowledge on the subject of brands, brand equity and brand management
- Develop understanding of design and implementation of marketing programs to build and manage brand equity.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the process and importance of brand management
- Define the main concepts and explain the purpose of branding
- Develop brand elements and brand associations to build brand equity.
- Design effective branding strategies for products/services.

#### SYLLABUS OF DSE 5

##### Unit 1: Introduction to Brand Management

(12 Hours)

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand for a consumer, Role of Brand- Advantages of a Brand, Brand Versus Product, Branding- Meaning, Creation of Brands through goods, services, people, organization, retail stores, places, online, entertainment, ideas. Branding Challenges and Opportunities, Brand Management – Meaning & Definition. Strategic Brand Management Process – Steps in Brand Management Process.

##### Unit 2: Developing Brand Equity

(9 Hours)

Customer Based Brand Equity, Brand Equity: Meaning and Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience- Brand Building Implications. Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.

##### Unit 3: Developing Brand Elements

(12 Hours)

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements - Brand name, Naming guidelines, Naming procedure, Awareness, Brand

Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & jingles, Packaging. Designing Marketing Programs to build Brand Equity: New perspectives on Marketing, Product Strategy, Pricing Strategy and Channel Strategy. Leveraging Secondary Brand Associations to build Brand Equity: Conceptualising the leveraging Concept, Company, Country of Origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsements, Sporting, Cultural and Other Events.

#### Unit 4: Managing Brand Overtime

(12 Hours)

Brand Extension: Meaning, Types, Needs, Advantages & Disadvantages. Consumer – brand relationships Understanding how consumers evaluate brand extensions, evaluating brand extension opportunities. Strategic alliances, brand portfolios, global branding: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, condition and brand repositioning/revitalization.

#### Essential/recommended Readings (latest edition of readings to be used)

1. Keller, K.L., Parameswaran, Ambi M.G., & Jacob, I. (2016). *Strategic Brand Management, Building, Measuring & Managing Brand Equity*. 4th edition. Pearson.
2. Verma, H. V. (2007). *Brand Management: Text and Cases*. 2nd edition. Excel Books India.
3. Sengupta, S. (2004). *Brand Positioning: Strategies for Competitive Advantage*. 2nd edition. McGrawHill Higher Education.

#### Suggestive Readings (latest edition of books to be used)

1. Kapferer, J. (2012). *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 5th edition. Kogan Page Publishers

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

### DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-6)

#### DSE 6: 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 (DSE 6)	4	3	1	0	Class XII	Basics of Marketing

## **Learning Objectives**

- To understand the evolution of sales management and its importance in modern day business.
- To understand the overall sales management process and various theories of selling.
- To understand actual means of distribution and its management
- To understand and analyze the Logistics management

## **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Differentiate and implement different types of personal selling and selling skills.
- Explain the sales management process and its various stages.
- Design a customer-oriented distribution channel.
- Manage channel member behavior and resolve channel conflict

## **SYLLABUS OF DSE 6**

### **Unit 1**

**(9 Hours)**

Introduction to Sales Management: Evolution of sales management. Nature, role and importance. Types of personal selling. Types of selling, Selling skills and situations. Modern day sales activity. Emerging trends in sales management. Theories of Selling: AIDAS theory of selling, Right set of circumstances theory of selling, buying formula theory of selling, Behavioral equation theory of selling.

### **Unit 2**

**(12 Hours)**

Sales management process (Selling process), Buyer seller dyads, Management of Sales Territory & Sales Quotas: Introduction, Sales territory, size of sales territory, allocation of sales territory, designing of sales territory. Introduction to sales quotas, procedures of setting quotas, types of sales quotas, methods and problems in setting sales quotas, sales control and analysis.

### **Unit 3**

**(12 Hours)**

Distribution Management: Introduction, Distribution channels: why are they required, activities that a typical distribution channel performs, valuation enhancement through the distribution function, distribution channel strategy, distribution channel management. Designing customer-oriented channels, capturing customer requirements, conducting cost analysis, Case study.

### **Unit 4**

**(12 Hours)**

Customer-Oriented Logistics Management – Managing channel member behaviour: Introduction, objectives of logistics, logistics planning, transportation decisions. Channel relationships, channel control, channel power, channel positioning, channel influence strategies, channel conflict, Case study.

## **Essential/recommended Readings (latest edition of readings to be used)**

1. Panda, T. K., & Sahadev, S. (2019). *Sales and distribution management*. Oxford University Press.
2. Still, R. R., Cundiff, E. W., Govoni, N. A. P. (2015). *Sales management*. Prentice Hall of India.

**Suggestive Readings (latest edition of readings to be used)**

1. Gupta, S. L. (2018). *Sales and distribution management*. Excel Books.
2. Anderson, W. T. (2011). *Professional sales management*. Tata McGraw-Hill Education.
3. Berman, B. (2012). *Retail management*. Prentice Hall.
4. Dutta, B. (2015). *Sales and distribution management*. I K International Publishing House Pvt. Ltd.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

**DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-2)**
**DSE 2: RECRUITMENT AND SELECTION 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		
Recruitment and Selection Management (DSE 2)	4	3	1	0	Class XII	Basics of Management

**Learning Objectives**

- To equip the learners with knowledge of the role of HR in workforce planning and assessment, sources of recruitment and selection process.
- To familiarize learners with topics like the development of a qualified pool of candidates, contemporary trends, international recruitment and selection.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the theory, practice, principles and concepts of work, role of HR in workforce planning and assessment, sources and factors affecting recruitment.
- Understand the selection process, different types of tests in selection, types of interviews, biases in selection and negotiations during job offer.
- Analyse the fundamentals of international recruitment.
- Evaluate the contemporary issues in recruitment and selection like legal compliance and ethical considerations, e-recruitment and e-selection.

**SYLLABUS OF DSE 2****Unit 1: Introduction to Recruitment**
**(12 hours)**

Work: Meaning, Evolution of Work Structure, Organizing and Logistics, Strategic Job Redesign, Role of HR in workforce planning and assessment, Recruitment: Concept, internal & external sources

with benefits and limitations, Factors affecting recruitment, Designing external job posting.

## **Unit 2: Introduction to Selection**

**(12 Hours)**

Selection process, Types of tests in selection, concept of reliability and validity in selection tests  
Types of Interviews, Biases in selection of employees, Negotiations during Job Offer.

## **Unit 3: International approach to Recruitment and Selection**

**(12 Hours)**

International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation, Compensation of Expatriates.

## **Unit 4: Contemporary, Legal and Ethical Issues**

**(9 Hours)**

Contemporary issues in Recruitment and Selection, Legal Compliance and Ethical Considerations, Retention Strategies, E-recruitment and E-selection

### **Essential/recommended Readings (latest edition of readings to be used)**

1. O'Meara, B., & Petzall, S. (2013). *Handbook of Strategic Recruitment and Selection: A Systems Approach*. Emerald Group Publishing.
2. Picardi, C. A. (2019). *Recruitment and Selection: Strategies for Workforce Planning & Assessment*. Sage Publications.
3. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
4. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management*. Cengage Learning.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## **DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-3)**

### **DSE 3: WORKFORCE DIVERSITY**

#### **Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Workforce Diversity (DSE 3)	4	3	1	0	Class XII	Basics of Organisational Behaviour

### **Learning Objectives**

- To explore the concepts of workforce diversity and to enable learners to recognise its critical issues.
- To familiarize learners with strategies to manage diversity, relation between workforce diversity and human resource management.



## **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the core concepts of workforce diversity and its significance.
- Understand how to develop strategies to manage diversity through training and mentoring and other programs.
- Analyze the fundamentals of global workforce diversity and ethical and legal issues in managing diversity.
- Evaluate the relationship between workforce diversity and various functions of human resource management.

## **SYLLABUS OF DSE 3**

### **Unit 1: Introduction of Workforce Diversity (12 hours)**

Workforce diversity – Meaning, features, significance; Workforce diversity potential pros & cons, Managing Diversity, Reverse Discrimination, Raising cross cultural consciousness.

### **Unit 2: Strategies to Manage Diversity (9 hours)**

Workplace Inclusion, Diversity through training and mentoring, Role of technology in Diversity, Diversity management programs, Leadership's role in leveraging diversity.

### **Unit 3: Global Workforce Diversity (12 hours)**

Diversity and Multiculturalism, Leveraging diversity in global virtual teams, Developing global leaders: Utilising the intercultural effectiveness competencies model; Ethical and legal issues in managing diversity.

### **Unit 4: Workforce Diversity and HRM Functions (12 hours)**

Recruitment and retaining diverse workforce, Diversity and performance management, Diversity and Work-life balance, Workforce diversity as a determinant of sustainable competitive advantage.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Dessler, G. (2013). *Fundamentals of Human Resource Management*. Pearson.
2. Scott, C. L., & Byrd, M. Y. (2012). *Handbook of Research on Workforce Diversity in a Global Society: Technologies and Concepts*. Business Science Reference/IGI Global.
3. Kossek, E. E., & Lobel, A. (1996). *Managing diversity*. Cambridge, Massachusetts: Blackwell Publishers.
4. Kossek, E. E., Lobel, S. A., & Brown, J. (2006). *Human resource strategies to manage workforce diversity*. *Handbook of workplace diversity*, 53-74.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-4)

### DSE 3: NEGOTIATIONS

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Negotiations (DSE 4)	4	3	1	0	Class XII	Basics of Organisational Behaviour

#### Learning Objectives

- To provide insight into how to negotiate effectively by applying appropriate strategies and tactics to different negotiation situations.
- To facilitate the understanding of the numerous dynamics involved in the process of negotiation.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the nature, process, types and tactics of negotiation.
- Understand and practice the communication skills and persuasion tactics necessary for effective negotiation, finding and using power in negotiation.
- Apply negotiation strategies to achieve goals without jeopardizing relationships.
- Apply negotiation concepts to build competence in handling multiparty negotiation, third-party negotiation and resolving impasse in negotiations.

#### SYLLABUS OF DSE 4

##### Unit 1: Negotiation Meaning and Styles

(12 Hours)

Introduction; Nature and Scope; Foundations of Negotiation: Conflict and Its Management, Conflict Management through Negotiation, Fundamentals of Negotiation Preparations for Negotiation; Negotiation Process and Planning: Four Stages of Negotiation, PRAM Model of Negotiation, Key Steps in Planning for Negotiation; Distributive Negotiation: Bargaining situation, Positions Taken during Negotiation, Closing the Deal, Integrative Negotiation: Overview, Process, Factors for Successful Integrative Negotiation; Negotiation Tactics and Counter Tactics.

##### Unit 2: Negotiation Styles and Skills

(12 Hours)

Negotiation Styles: Meaning, Types, Developing Effective Negotiating Style; Communication in Negotiation: Defining Communication, Kinesthetic Communication, Decoding Communication for Negotiation; Persuasion in Negotiations: Theory and Tactics; Perception and Cognition: Perceptual Distortion, Cognitive Biases in Negotiation, Managing misperception and cognitive biases in negotiation; Finding and Using Power in Negotiation: Importance, Definition, Sources of Power; Negotiation Ethics.

**Unit 3: Relationships in Negotiation****(12 Hours)**

Challenges, Role of Trust, Reputation and Justice in managing Negotiation within Relationships; Repairing a Relationship; Influence of Culture and Gender on Negotiations: Meaning of Culture, Norms and Values, Negotiation Issues Sensitive to Culture, Culturally Responsive Negotiation Strategies; Gender Differences in Negotiation; Negotiation Via Information Technology: Place – Time Model of Social Interaction, Effects on Social Behavior, Strategies for enhancing Technology – Mediated Negotiations.

**Unit 4: Multiple Parties, Groups and Teams in Negotiation****(9 Hours)**

Analysing Multiparty Negotiation, Coalitions, Principal-Agent Negotiations, Constituent Relationships, Team Negotiation, Intergroup Negotiation; Third-party Negotiation: Conciliation, Mediation, Arbitration, Collective Bargaining, Qualities of a Mediator; Resolving Impasse in Negotiations: Barriers in Negotiation, Causes and Sources of Impasses, Overcoming Barriers, Overcoming Impasses, Alternative Dispute Resolution (ADR).

**Essential/recommended Readings (latest edition of readings to be used)**

1. Lewicki, R. J., Barry, B., & Saunders, D. M. (2016). *Essentials of negotiation*. New York: McGraw-Hill Education.
2. Rai, H. (2018). *Negotiation*. McGraw Hill Education.
3. Thompson, L. L. (2012). *The mind and heart of the negotiator*. Pearson.
4. Korobkin, R. (2014). *Negotiation Theory and Strategy*, Aspen Publishing.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

**DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-4)**
**DSE 4: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**
**Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Mergers Acquisitions and Corporate Restructuring (DSE 4)	4	3	1	0	Class XII	Basics of Accounting and finance

**Learning Objectives**

- To provide an understanding of the corporate restructuring, mergers and acquisitions.
- To acquaint the learners with the basic methods of valuation, methods of payment and financing options available at the global level.

## Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept and importance of corporate restructuring for growth.
- Recognize opportunities for creating value through Mergers and Acquisitions.
- Illustrate and apply methods used in the valuation of a firm for M&A analysis.
- Understand the legal and the regulatory framework for Mergers and Acquisitions.

## SYLLABUS OF DSE 4

### Unit 1: Corporate Restructuring – An Overview (11 Hours)

Concept and importance of corporate restructuring, various forms of restructuring: joint ventures (types), Strategic alliance (types), Merger (types), Acquisition (types), Consolidation, Divestiture, Demerger (Spin-off, Split-up, Split-off), Equity carve-out, Management buyout, Leveraged buyout, Buyback of securities, ESOP.

### Unit 2: Merger & Acquisition (12 Hour)

Motives behind M&A, theories of M&A, process of M&A. Fast track merger. Cross border M&A concept, benefits & difficulties. Due diligence process. Methods of payment and financing options in M&A. Takeover defense tactics. Reasons for failure of M&A.

### Unit 3: Deal Valuation and Evaluation (11 Hour)

Methods of valuation; cash flow approaches, economic value added (EVA) (with numerical), sensitivity analysis (with numerical), Valuation for slump sale, valuation of synergy (with numerical), cost-benefit analysis and swap ratio determination (with numerical).

### Unit 4: Legal and Regulatory Framework of M&A (11 Hour)

Provisions of Companies Act 2013, SEBI Takeover Code 2011, Provisions of Competition Act 2002.

### Essential/recommended Readings (latest edition of readings to be used)

1. Weston, F., Chung, Kwang S. and Siu, Jon A. (1998). *Takeovers, Restructuring and Corporate Governance*. Pearson Education.
2. Gupta, M. (2010). *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing.
3. Sundarsanam. (2006). *Creating Value from Mergers and Acquisitions* (1st edition). Pearson Education.
4. Ramanujan. S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*. McGraw Hill.
5. Narayankar, R. (2013). *Merger and Acquisitions Corporate Restructuring, Strategy and Practices* (2nd edition). International Book House Pvt. Ltd.

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## DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-5)

### DSE 5: INVESTMENT BANKING AND FINANCIAL SERVICES

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Investment Banking and Financial Services (DSE 5)	4	3	1	0	Class XII	Basic knowledge of finance

#### Learning Objectives

- To provide understanding of different aspects of Investment banking and financial services.
- To acquaint the learners about Issue Management of stocks in primary market and role of secondary market and its process
- To acquaint the learners with the basic concept of Leasing, Hire Purchase, Factoring and Forfaiting, Insurance, Credit Rating, Securitization and Venture Capital Financing, Mergers and acquisition
- To know the guidelines of regulatory bodies like IRDA, SEBI on issue management and insurance.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the importance and relevance of Investment Bankers in any Financial System.
- Evaluate the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- Remember and use the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.
- Apply the role and functions of Investment bankers present under the legal framework of SEBI.

#### SYLLABUS OF DSE 5

##### Unit 1: Introduction to Investment Banking

**(11 Hours)**

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.

##### Unit 2: Issue Management

**(11 Hours)**

Issue Management: Public Issue, classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process; Green Shoe Option; Right Issue: promoter's contribution, minimum

subscription, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

### **Unit 3: Financial Services 1**

**(12 Hours)**

Leasing: Concepts of leasing, types of leasing, financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems from Lessee's angle. Hire Purchase: Interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, numerical problems on of Hire purchase for decision making. Factoring and Forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, floating vs. fixed rate.

### **Unit 4: Financial Services 2**

**(11 Hours)**

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India. Credit Rating Agencies: Role and Mechanism, Private Equity.

Mergers and Acquisitions – Introduction of mergers and acquisitions, benefits of mergers, Role of Investment bankers in merger, procedure and theories of mergers, acquisitions and takeovers in India, anti-takeover strategies.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Khan, M. Y. (2013). *Financial services* (7th ed). McGraw-Hill Education.
2. Machiraju, H. R. (2002). *Indian financial system*. Vikas Publication House.

### **Suggestive Readings (latest edition of readings to be used)**

1. Verma, J. C. (1996). *Bharat's manual of merchant banking: Concept, practices and procedures with SEBI clarifications*. Bharat Law House.
2. Sriram, K. *Hand book of leasing, hire purchase and factoring*. ICFAI.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time**

## DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-6)

### DSE 6: EARNINGS 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		
Earnings Management (DSE 6)	4	3	1	0	Class XII	Basic knowledge Accounting

#### Learning Objectives

To equip the learners with the analytical skills, and competencies to address earnings management issues in organisations.

To acquaint the learners with the core concepts of accounting analytics and via hands-on exercises, build skills and competencies around the management, analysis and representation of data.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Remember the analysis of a company to identify the sources of its competitive advantage (or red flags of potential trouble), and then use that information to forecast its future financial statements.
- Understand the process of earnings management and get a more accurate picture of earnings, so that they can catch the culprits of manipulated financial reporting.
- Apply the knowledge of a very strong tool that will help to red flag the financial statements that may have been manipulated by the managers.
- Understand and Analyze Non-Financial Metrics to set performance targets for optimal financial performance.

#### SYLLABUS OF DSE 6

##### Unit 1: Ratios and Forecasting

**(11 Hours)**

Review financial statements and sources of financial statement information. The company's strategy and business model. Ratio analysis – short term solvency ratios, long term solvency ratios, turnover ratios and profitability ratios (Historical ratio analysis of real companies using Excel). Du-Pont analysis. How to use all the ratios, to forecast future financial statements? Accounting based valuation.

##### Unit 2: Earnings Management

**(12 Hours)**

Overview of earnings management: Means, motive, opportunity, how managers actually make their earnings look better, their incentives for manipulating earnings, and how they get away with it. Revenue recognition red flags: revenue before cash collection. Revenue recognition red flags: revenue

after cash collection. Expense recognition red flags: capitalizing vs. expensing. Expense recognition red flags: Reserve Accounts and write-offs.

### **Unit 3: Big Data and Prediction Models (11 Hours)**

Overview: Big Data and Prediction Models. Discretionary Accruals Models: Model the Non-Cash portion of Earnings or Accruals. Discretionary expenditure Models: Model the Cash Portion of Earnings. Fraud Prediction Models and Benford's Law.

### **Unit 4: Non-Financial Metrics and Financial Performance (11 Hours)**

Introduction: Connecting numbers to non-financial performance measures. Linking non-financial metrics to financial performance: Overview and steps. Targets setting, incorporation of analysis results in financial models and how to use analytics to choose action plans.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Diri, M.E. (2017). *Introduction to Earnings Management*. Springer.
2. Richardson, V.J., Teeter, R.A., Terrel, K.L. and Mohapatra, P.S. (2020). *Data Analytics for Accounting*. 2nd Edition, McGraw Hill..
3. Prince, J.T. and Bose, A. (2020). *Predictive Analytics for Business Strategy – Reasoning from Data to Actionable Knowledge*. 1st Ed., McGraw Hill

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## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-4)

### DSE 4: INDIA AND THE WORLD ECONOMY

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
India and the World Economy (DSE 4)	4	3	1	0	Class XII	None

#### Learning Objectives

- Provide an overview of economic policies and business environment in the domestic and world arena. Learner insight into the stylized economic facts on the main dimensions of the domestic and global economy.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the evolving development paradigm adopted in India, liberalised and globalised world order, domestic and globalization processes, their main characteristics and their dynamic impact on the economy.
- Comprehend the regulatory structures in India, analyse industrial policy in different sectors, and gauge policies on FDI.
- Appraise major economies of the world, analyse the free trade vs. restrictive trade policies, both from a theoretical perspective and in policy terms.
- Synthesise intellectually on current global economic events and trends.

### SYLLABUS FOR DSE 4

#### Unit 1: Overview of the Indian Economy

**(9 Hours)**

Planning and Reforms, Pre-Independence Period, National Development Council, Five Year Plans, Land Reforms, Green Revolution, Evolution of Public Sector in India, Economic Reforms—Liberalisation of economic system, Indian Economy during Post-Planning Period—Role of Niti Aayog, Shift in Economic Policies: Privatisation: Problems and Prospects, Fiscal Policy, Union Budget and Taxation, Monetary Policy and Banking Sector Reforms. Technology and business environment in India.

#### Unit 2: Regulatory Structures in India

**(12 Hours)**

Industrial Policy, Industry Analysis: Textiles, Electronics and Automobiles, Industry Analysis—FMCG, Chemicals and Pharmaceutical Sectors. Industrial Policy Statement, 1991, Objectives, Features, Micro, Small and Medium Industries and Policies, India's Industrial Progress After 1991,

Performance of Small and Medium Enterprises (SME) Sector, Review of Economic Environment in Industrial Sector, Policies on Foreign Direct Investment in India, Foreign Exchange Regulation Act, Recent Industrial Policy Outlook.

### **Unit 3: World Economy (12 Hours)**

An overview of the world economy; Major economies of the world, Income and Income Growth of World Economy during the last decades. Linkages in the Major Economies- Trade, Investment and Capital Flows. Development and Underdevelopment in the Developing World, The Historical Development of Capitalism, Resources and Environment, International Trade Patterns, Transportation and Communications, Regional Trading Arrangements, Trade Policies for the Developing Nations, Exchange-Rate Systems and Currency Crises, Macroeconomic Policy in an Open Economy, Nontariff Trade Barriers. International Factor Movements and Multinational Enterprises.

### **Unit 4: Global Operating Environment (12 Hours)**

Trade and Climate Change, Trade and Food Security, Trade and Finance, Trade and Geopolitics. Global Recession and New Business Environment, WTO: Agreements and Current Issues; Trade Policy External Sector—BoP, Currency Convertibility issues, Global Outsourcing; Multinational Companies and Foreign Direct Investment. Trends in Global Trade and Economic Integration, Direction of World Trade, Multilateralism and the Multilateral Trading System, Levels of Economic Integration, Contemporary Perspectives: Global Economic Scenario, Public Policy, Business ethics and Corporate Social Responsibility, Consumerism, Major Trade partners, Growth and Poverty, Sustainable Development issues.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Ahmed, F., & Alam, M.A. (2017). *Business Environment: Indian and Global Perspective*. PHI Learning.
2. Paul, J. (2017). *Business Environment, Text And Cases*. PHI Learning.
3. Stutz, F. P. & Warf, B. (2021) *World Economy, The Geography, Business, Development*. Pearson.
4. Carbaugh, R. J. (2017) *Global Economics*. Cengage Learning.

### **Suggestive Readings (latest edition of readings to be used)**

1. World Bank (2019). *World Development Report*. Oxford. Various Issues.
2. United Nations Development Programme (2014). *Human Development Report*. UNDP, Various issues.
3. UNCTAD (2022). *Trade and Development Report*, UNCTAD, Various issues.
4. Rosser, J. B. & Rosser M.V. (2018). *Comparative Economics in a Transforming World Economy*. Prentice Hall.
5. Daniels, J.P. & David D.V. (2018). *Global Economic Issues and Policies*. Routledge, New York.
6. Yarbrough, B.V. & Yarbrough R.M. (1997). *The World Economy, Trade and Finance*. Cengage Learning.

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## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-5)

### DSE 5: MULTINATIONAL BUSINESS 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		
Multinational Business Finance (DSE 5)	4	3	1	0	Class XII	Basic knowledge of Finance

#### Learning Objective

The course will help the learner to:

- Understand the international monetary system and role of financial institutions.
- Recognize different aspects of foreign exchange markets and their functioning.
- Analyse and appraise financial Management of a multinational firm.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand MNCs operations and finances.
- Explain functioning of Multilateral Agencies and their role in global economic development.
- Analyse different aspects of the foreign exchange markets.
- Apply financial management concepts and tools for foreign Investment analysis
- Understand International Payment system and investment strategies

### SYLLABUS FOR DSE 5

#### Unit 1: Introduction

**(12 Hours)**

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

References:

#### Unit 2: Forex Markets

**(9 Hours)**

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign

Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

**Unit 3: Financial Management of Multinational Firms (12 Hours)**

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

**Unit 4: Role of FDI, FII and Payment Systems (12 Hours)**

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

**Essential/ recommended Readings (latest editions of readings to be used)**

1. Eiteman, David K., Stonehill, Arthur I., and Moffett, Michael H (2021). *Multinational Business Finance*. Pearson.
2. Alan C. Shapiro, P. H. (2019). *Multinational Financial Management*. Wiley.

**Suggestive Readings (latest editions should be referred to)**

1. Levi, M. D. (2009). *International Finance*. Taylor & Francis.
2. Madura, J. (2018). *International Financial Management*. Cengage Learning.
3. Buckley, A(2004). *Multinational Finance*. Pearson Education.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-6)

### DSE 6: TRANSNATIONAL 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/ Practic e		
Transnational Human Resource Management (DSE 6)	4	3	1	0	Class XII	Basic knowledge Management and Organisational Behavior

#### Learning Objectives:

- To explore the concepts and techniques of the essential elements of International HRM and to enable the learners to recognise its critical issues.
- To improve understanding of HRM concerns in the cross-cultural scenario.

#### Learning Outcomes:

On successful completion of the course the learner will be able to:

- Understand the relevance and impact of culture on HRM for global business operations and how HR practices differs across cultures and countries and apply these to deal with complications that come with handling cross cultural issues.
- Develop an understanding of the fundamentals of staffing for global operations.
- Understand the key elements of performance appraisal for global employees.
- Understand the functional role of HRM in the context of training and industrial relations.
- Apply concepts into practice in multinational organizations.

### SYLLABUS FOR DSE 6

#### Unit 1: Cross-Cultural issues in HRM

**(12 Hours)**

Introduction to HRM for multinational companies. Introduction to concepts of differences due to language; culture, religion and employee and country; Impact of these on the operations of non-domestic companies; Hofstede's approach; cross cultural differences at the workplace; Managing workforce diversity; Diversity management programs; International Human Resource Management: Difference between HRM for domestic and global companies. Integration of HRM with strategies for global operations. Pros and Cons of Internationally diverse HRM practices and their assimilation by global businesses.

#### Unit 2: Staffing for Global Operations

**(12 Hours)**

International Workforce planning and staffing; Issues in supply of international human resources; Low-cost labour and global staffing; International Recruitment; International staffing choices, Multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Training employees for international assignments; Successful expatriation, Causes of expatriate

failure, female expatriation. Repatriation management. Ethical and legal issues in use of low-cost labour. Regulations relevant to the use of low-cost labour from outside the country. Challenges in transferring culturally sensitive business practices across borders. Issues pertinent to hiring local employees for international operations. Strategic fitment for international assignments and operations. Challenges in managing global teams.

### **Unit 3: Performance Appraisal for Global Employees (12 Hours)**

Performance appraisal: Criteria for performance appraisal, challenges of appraising employees from different cultural backgrounds; Biases affecting performance appraisal amongst a global workforce; Variables influencing expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: COLA; Hardship allowances; Going rate approach, Balance sheet approach, Cultural impact on compensation policy. Strategic questions related to LOC for international assignments. Elements of taxation relevant to compensation for expatriates: tax equalization, tax protection, currency fluctuations

### **Unit 4: Global Context of Training and Industrial Relations (9 Hours)**

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Cross border Mergers and Acquisitions: HRM perspective; International IR: Key Players, Labour unions, Employee relations. Approaches in IR for global operations; changes in IR landscape across different countries. Strategic decision making for IHRM issues. Control issues in IHRM in global companies - head office vs. local office. Impact of legislation and free trade agreements on HRM issues across national borders.

### **Essential/ recommended Readings (latest edition of readings to be used)**

1. Dowling, P.J., Festing, M. & Engle Sr, A.D. (2013). *International Human Resource Management*. Wiley
2. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
3. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
4. Tayeb, M. (2005). *International human resource management: A multinational company perspective*. Oxford University Press.

### **Suggestive Readings (latest edition of readings to be used)**

1. Dowling, P.J. and Welch, D.E. (2017). *International Human Resource Management*. Cengage Learning
2. Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
3. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

### GENERIC ELECTIVES (GE-7): FAMILY BUSINESS 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	Department offering the course
		Lecture	Tutorial	Practical/Practic e			
Family Business and Management (GE 7)	4	3	1	0	Class XII	None	Management Studies

#### Learning Objectives

- To understand the nature and unique characteristics of family-owned businesses, and its role in the global economy.
- To develop a comprehensive understanding of the classic systems of family-owned enterprises.
- To understand the importance of governance structures in family-owned businesses.
- To utilize various tools and models, to diagnose family entanglements and improve family communication and dynamics.
- To develop a comprehensive understanding of succession planning in family-owned businesses.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the nature, importance, and uniqueness of family-owned businesses and their classic systems. (Knowledge and Comprehension)
- Apply the systems approach to family interaction and identify the different governance systems necessary for the successful operation of a family enterprise. (Application)
- Analyze family dynamics using genograms and family messages, and identify family scripts and themes. (Analysis)
- Evaluate the readiness of the family, the business, and the social and cultural context for succession planning. (Evaluation)
- Synthesize the advice and frameworks presented for succession planning in family-owned businesses and develop a plan for continuity and culture change. (Synthesis)
- Create and propose strategies for building trust and commitment in great families in business, taking into account the emotional intelligence of the family members and the family cohesion and flexibility. (Creation)

## **SYLLABUS OF GE-7**

### **Unit 1: Family-Owned Business**

**(12 Hours)**

Define family-owned business, nature, importance, and uniqueness of family business. Classic systems of a family enterprise (the family system, the ownership system, the enterprise system). Governance systems (enterprise governance, family governance - family council, owner governance - ownership form); creating a governance structure. Systems approach to family interaction (triangle, scapegoat, homeostasis, boundaries). Great families in business: building trust and commitment.

### **Unit 2: Diagnosing Family Entanglements**

**(12 Hours)**

Family genogram. Developing Business family's genogram, the role of genograms and family messages to understand the family system. Using the Genogram to identify family scripts and themes. Family emotional intelligence - The ECI-U Model. Circumplex model of marriage and family systems (understanding family cohesion and family flexibility), Application of circumplex model, clinical rating scale and developing circumplex model.

### **Unit 3: Family-Owned Business and Readiness**

**(12 Hours)**

Personal Readiness (Identity, Change in Capacity, Temperament, Health), System Readiness – Family (Spouse, Children, Extended Family), System Readiness – Business (Enterprise Itself, Owners, Successors), System Readiness – Social and Cultural Context (Community and Cultural Norms).

### **Unit 4: Succession Planning in Family-Owned Business**

**(9 Hours)**

Succession Planning. Advice to successes and successor. Moores and Barrett's 4L framework of family business leadership. the future of family business: new leaders of the evolution - three states of evolution - continuity and culture - changing the culture - commitment planning - organic competencies and business's future - thriving through competition - institutionalizing the change.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Leach, P. (2011). *Family Business: The Essentials*. Profile Books Ltd.
2. Dutta, S. (1997). *Family Business in India*. Sage Publications.

### **Suggestive Readings (latest edition of readings to be used)**

1. DeVries, M. F. K., & Carlock, R. S. (2010). *Family Business on the Couch: A Psychological Perspective*. John Wiley & Sons.
2. Hall, A. (2012). *Family business dynamics: a role and identity-based perspective*. Edward Elgar Publishing.
3. Gimeno, A., Bualenas, G. and Coma-Cros, J. (2014). *Family Business Models*. Palgrave Macmillan.
4. De Pontet, S. B. (2017). *Transitioning from the Top: Personal Continuity Planning for the Retiring Family Business Leader*. Springer.
5. Liebowitz, B. (2011). *The family in business: The dynamics of the family-owned firm*. Business Expert Press.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**



## GENERIC ELECTIVES (GE-8): FINANCIAL PLANNING FOR INDIVIDUALS

### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Financial Planning for Individuals(GE 8)	4	3	1	0	Class XII	None	Management Studies

### Learning Objectives

- To equip learners with the knowledge and practical understanding of important dimensions of managing one's personal finance.
- To enable learners' understand and plan their tax liabilities, investments, insurance coverage, and retirement.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the fundamentals of Personal Financial Planning.
- Learn the basics of managing personal tax liabilities.
- Learn the basic concepts and underlying principles for Retirement Planning.
- Ascertain and choose appropriate insurance policies for managing personal risks.
- Evaluate various asset classes on the basis of risk-return and personal investment goals
- Create, maintain and grow personal investment portfolio

### SYLLABUS OF GE-8

#### Unit 1: Basics of Personal Finance and Tax Planning (12 Hours)

Understanding Personal Finance. Rewards of Sound Financial Planning. Personal Financial Planning Process. Personal Financial Planning Life Cycle. Making Plans to Achieve Your Financial Goals. Common Misconceptions about Financial Planning. Personal Tax Planning –Fundamental Objectives of Tax Planning, Tax Structure in India for Individuals, Common Tax Planning Strategies – Maximizing Deductions, Income Shifting, Tax-Free and Tax- Deferred Income.

#### Unit 2: Managing Insurance Needs (12 Hours)

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance

Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

### **Unit 3: Managing Investments**

**(12 Hours)**

Role of Investing in Personal Financial Planning, Identifying the Investment Objectives, Different Investment Choices. The Risks of Investing, The Returns from Investing, The Risk- Return Trade-off. Managing Your Investment Holdings – Building a Portfolio of Securities, Asset Allocation and Portfolio Management, Keeping Track of Investments. Investing in Equity – Common Considerations, Key Measures of Performance, Types of Equity Stock, Market Globalization and Foreign Stock, Making the Investment Decision. Investing in Bonds – Benefits of Investing in Bonds, Bonds Versus Stocks, Basic Issue Characteristics, The Bond Market, Bond Ratings. Investing in Mutual Funds and Exchange Traded Funds (ETFs) – Concept of Mutual Funds and ETFs, Benefits of Investing in Mutual Funds or ETFs, Some Important Cost Considerations, Services Offered by Mutual Funds, Selecting appropriate Mutual Fund and ETF investments, Evaluating the performance of Mutual Funds and ETF.

### **Unit 4: Investing in Real Estate and Retirement Planning**

**(9 Hours)**

Investing in Real Estate – Some Basic Considerations. Modes of Real Estate Investment – Raw Land, Commercial Properties, Residential Properties, Real Estate Investment Trusts (REITs). Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income

#### **Essential/recommended readings (latest edition of readings will be used)**

1. Billingsley R., Gitman L., & Joehnk M. (2017). *Personal Financial Planning*. Cengage Learning.
2. Tillery S., & Thomas N. Tillery. (2017). *Essentials of Personal Financial Planning*. Association of International Certified Professional Accountants.

#### **Suggestive readings (latest edition of readings to be used)**

1. Indian Institute of Banking & Finance. (2017). *Introduction to Financial Planning* (4th ed.).
2. Sinha, M. (2017). *Financial Planning: A Ready Reckoner*. Mc Graw Hill.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## GENERIC ELECTIVES (GE-9) INTRODUCTION TO 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	Department offering the course
		Lecture	Tutorial	Practical/Practic e			
Introduction to International Business (GE 9)	4	3	1	0	Class XII	Concepts of Marketing	Management Studies

### Learning Objectives

- This course would introduce learners to international business and marketing environment
- Create awareness about emerging issues such as international expansion, outsourcing and sustainable development in the context of international business.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Interpret the processes of globalization and their impact on growth of international business.
- Inspect the changing dynamics of the diverse international business environment.
- Question the theoretical dimensions of international trade as well as the intervention measures adopted.
- Illustrate the forms of foreign direct investment and analyse benefits and costs of FDI.
- Reproduce awareness about emerging issues in international business such as outsourcing and sustainable development.

### SYLLABUS OF GE 9

#### Unit 1: Introduction to International Business

(9 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 Trade

(12 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 3: International Business Environment

(12 Hours)

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

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

#### **Unit 4: International Finance and Contemporary Issues (12 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.

#### **Essential/recommended readings (latest edition of readings to be used)**

1. Bennett, R. (2006). *International Business*. (1st edition). Pearson.
2. Cavusgil, T., Knight, G. and Riesenberger, J. (2007). *International Business: Strategy, Management and the New Realities*. (1st edition). Pearson India.
3. Hill, C.W.L and Jain, A.K. (2011). *International Business*. (1st edition). Tata McGraw Hill.

#### **Suggestive readings (latest edition of readings to be used)**

1. Salwan, P., Daniels, J.D., Radenbaugh, L.H. and Sullivan, D.P. (2016). *International Business*. (15th edition). Pearson Education.
2. Griffin, R.W. and Pustay, M.W. (2018). *International Business: A Managerial Perspective*. (4th edition). Prentice Hall.
3. Menipaz, E., Menipaz A. and Tripathi S.S. (2011). *International Business: Theory and Practice*. (1st edition). Sage Publications India Pvt. Ltd.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time**

### **GENERIC ELECTIVES (GE-10) PERSONAL SELLING**

#### **Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Personal Selling (GE 10)	4	3	1	0	Class XII	None	Management Studies

#### **Learning Objectives**

- To familiarize the learners with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.
- To equip learners with theories of selling, selling process and sales territory.

#### **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the concept, importance and role of personal selling.
- Develop an in-depth understanding of various theories of selling.

- Analyse the concepts of the tools and techniques of the selling process.
- Enhance the awareness of the concept of Sales territory and procedures for setting up sales territory.

## **SYLLABUS OF GE-10**

### **Unit 1: Personal Selling**

**(12 Hours)**

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. Importance and role of Personal Selling, Building trust and Sales Ethics.

### **Unit 2: Theories of Selling**

**(9 Hours)**

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, buying formula theory, Behavioural Equation Theory.

### **Unit 3: Selling Process**

**(15 Hours)**

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up, Communication for Relationship Building.

### **Unit 4: Sales Territory**

**(9 Hours)**

Sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Futrell, M.C. (2013). *Fundamentals of Selling*. (13th Ed). McGraw Hill.
2. Still, R.R., Cundiff, W.E., & Govani, A.P.N. (2008). *Sales Management*. (5th Ed). Prentice Hall of India.
3. Futrell, M.C. (2012). *ABC's of Relationship Selling through Service*. (12th Ed). McGraw Hill Publications.

### **Suggestive Readings (latest edition of readings to be used)**

1. Anderson, R.E. (1995) *Essentials of personal selling: the new professionalism*, Prentice Hall.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

## GENERIC ELECTIVES (GE-11) BASICS OF 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	Department offering the course
		Lecture	Tutorial	Practical / Practice			
Basics of Human Resource Management (GE 11)	4	3	1	0	Class XII	None	Management Studies

### Learning Objectives

- To help the learners to develop an understanding of the concept and functions of human resource management.
- To explore the recent practices and trends in human resource management.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept, functions and role of human resource management and explore the recent trends of human resource management.
- Develop an understanding of human resource management functions of recruitment and selection.
- Apply the concepts of HRM to develop training and development programs for employees.
- Enhance awareness of certain important issues in industrial relations.

## SYLLABUS OF GE-11

### Unit 1: Introduction to Human Resource Management (9 hours)

Introduction, Concept and Importance of Human Resource Management, Functions and Role of Human Resource Management; Globalization and its Impact on HR trends of Human Resource in India; Work life balance; Human Resource Information Systems; Overview of International HRM polycentric geocentric ethnocentric approaches.

### Unit 2: Recruitment and Selection (12 hours)

Human Resource Planning, Need and process, HR Forecasting Techniques Skill inventories; Job analysis-Uses, methods, Job description & Job specifications; Recruitment: Factors affecting recruitment, internal & external sources; Selection process; Orientation: Concept and process.

### Unit 3: Training and Development (12 hours)

Training: Concept, Training Process, Methods of training; Management development: Concept & Methods; Performance Management System: Concept, uses of performance appraisal, performance management methods; Career planning: Importance and stages. Compensation: Components of

pay, factors influencing compensation, steps in determining compensation, job evaluation; Incentives: Importance and types; Benefits: Need, types of benefits.

#### Unit 4: Industrial Relations

(12 hours)

Introduction to Industrial Relations; Industrial disputes: concept, causes & machinery for settlement of disputes; Employee Grievances- concept, causes, grievance redressal procedure; Discipline- concept, aspects of discipline & disciplinary procedure; Collective bargaining: concept, process, problems, essentials of effective collective bargaining.

**Practical component (if any) - NIL**

#### Essential/recommended Readings (latest edition of readings to be used)

1. Dessler, G., & Varrkey, B. (2005). *Human Resource Management, 15e*. Pearson Education India.
2. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). *Fundamentals of human resource management*. John Wiley & Sons.
3. Chhabra, T.N. (2009). *Human Resource Management Concept & Issues*. Dhanpat Rai and company.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time**

### GENERIC ELECTIVES (GE-12) ETHICS AND GOVERNANCE IN 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	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Ethics and Governance in Business (GE 12)	4	3	1	0	Class XII	None	Management Studies

#### Learning Objectives

- The objective of this paper is to develop skills for recognizing and analyzing ethical issues in business and to equip learners with moral reasoning for ethical decision making.
- The course aims to acquaint the learners with the concept and compliance framework of corporate governance.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the importance of ethics in day-to-day working of organizations.

- Discover the ethical issues and their management in various functional areas of business.
- Understand the significance of corporate governance in maintaining the ethical operation of organizations.
- Learn the regulatory and compliance framework of corporate governance.

## **SYLLABUS OF GE-12**

### **Unit 1: Business Ethics**

**(9 hours)**

Introduction, meaning of ethics, moral and ethics, types of business ethical issues, why ethical problems occur in business, ethical dilemmas in business; Normative theories – Egoism, Utilitarianism, Ethics of duty, Ethics of rights and justice, Virtue ethics and ethics of care; Gandhian Ethics and its relationship with normative theories.

### **Unit 2: Ethical Issues in Functional Areas of Business**

**(15 hours)**

Finance: ethical issues in accounting, finance, banking, takeovers; Whistle blowing: kinds of whistle blowing, whistle blowing as morally prohibited, permitted and required, corporate disclosure; Insider trading.

HRM: Discrimination, affirmative action and reverse discrimination; Inclusion and preferential hiring; Sexual harassment.

Marketing: Green marketing; Product recalls; Ethics and Advertising.

Production: Safety and acceptable risk; Product safety and corporate liability; Green production..

Information technology : Cyber-crime; Privacy and internet ethics

### **Unit 3: Corporate Governance**

**(12 hours)**

Concept, need to improve corporate governance standards, pillars of good governance; Role played by the Government as a regulator to improve corporate governance with reference to provisions introduced in the Companies Act. 2013; Board of Directors and their role in governance; Duties and responsibilities of auditors; Rights and privileges of shareholders, investor's problem and protection; Corporate governance rating process and parameters.

### **Unit 4: Corporate Governance Models and Committees**

**(9 hours)**

Models of corporate governance; Committees on Corporate Governance: UK scenario (Cadbury Committee), US scenario (Sarbanes Oxley Act), OECD principles; Indian experience: An overview of recommendations of corporate governance committees in India - CII Code of Best Practices, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayan Murthy Committee, Kotak Committee, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with reference to composition and role of Board of Directors, and Role of independent directors

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Fernando, A.C. (2010). *Business Ethics and Corporate Governance* (1st ed.). Pearson Education India. (Chapter 1, 2)
2. Velasquez, M. G. (2020). *Business Ethics- Concepts and Case* (8th ed.). Prentice Hall India. (Chapter 1, 2)
3. Fernando, A. C., & Muralidheeran, K. P. (2019). *Business Ethics: An Indian Perspective* (3rd ed.). Pearson Education India. (Chapter 1 to, 4; 9 to 12, 14,15,18))



4. Crane, A. & Matten, D. (2019) *Business Ethics* (5th ed.). Oxford. (Chapter 1, 7, 8)
5. Ghosh, B. N. (2017). *Business Ethics and Corporate Governance* (1st ed.). McGraw Hill. (Chapter 8, 9, 11)
6. DeGeorge, R. T. (2011) *Business Ethics* (7th ed.). Pearson. (Chapter 3, 4, 13 to 16)
7. Sharma, J. P. (2011). *Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals)*. India: Ane Books.
8. Stanwick, P., & Stanwick, S. (2015). *Understanding Business Ethics* (3rd ed.). Sage Publications. (Chapter 10)
9. Arnold, D. G., Beauchamp, T. L., & Bowie, N. E. (2014). *Ethical Theory and Business* (9th ed.). Pearson Education ( Chapter 7)

**Suggestive Readings (latest edition of readings to be used)**

1. Davies, A. (2012). *Best Practices in Corporate Governance* (1st ed.). Gower.
2. Fernando, A.C., Satheesh E.K., & Muraleedharan, K. P. (2018). *Corporate Governance :Principles, Policies, and Practices* (3rd ed.). Pearson Education.
3. Muraleedharan, K. P., & Satheesh E.K. (2021). *Fernando's Business Ethics and Corporate Governance* (3rd ed.). Pearson Education.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time**

## **SEMESTER-V**

### **BACHELOR OF MANAGEMENT STUDIES**

#### **DISCIPLINE SPECIFIC CORE COURSE -13 (DSC-13) – : BUSINESS ETHICS AND GOVERNANCE**

##### **Credit distribution, Eligibility and Prerequisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility Criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
<b>Business Ethics and Governance (DSC 13)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>XII Class</b>	<b>None</b>

#### **Learning Objectives**

- The objective of this paper is to develop skills for recognizing and analyzing ethical issues in business and to equip learners with moral reasoning for ethical decision making.
- The course aims to acquaint the learners with the concept and compliance framework of corporate governance.

#### **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the importance of ethics in day-to-day working of organizations.
- Discover the ethical issues and their management in various functional areas of business.
- Understand the significance of corporate governance in maintaining the ethical operation of organizations.
- Learn the regulatory and compliance framework of corporate governance.

#### **SYLLABUS OF DSC 13**

##### **Unit 1: Business Ethics**

**(9 hours)**

Introduction, meaning of ethics, moral and ethics, types of business ethical issues, why ethical problems occur in business, ethical dilemmas in business; Normative theories – Egoism, Utilitarianism, Ethics of duty, Ethics of rights and justice, Virtue ethics and ethics of care; Gandhian Ethics and its relationship with normative theories.

##### **Unit 2: Ethical Issues in Functional Areas of Business**

**(15 hours)**

Finance: ethical issues in accounting, finance, banking, takeovers; Whistle blowing: kinds of whistle blowing, whistle blowing is morally prohibited, permitted and required, corporate disclosure; Insider trading.

HRM: Discrimination, affirmative action and reverse discrimination; Inclusion and preferential hiring; Sexual harassment.

Marketing: Green marketing; Product recalls; Ethics and Advertising.

Production: Safety and acceptable risk;; Product safety and corporate liability; Green production.  
Information technology : Cyber-crime; Privacy and internet ethics

### **Unit 3: Corporate Governance (12 hours)**

Concept, need to improve corporate governance standards, pillars of good governance; Role played by the Government as a regulator to improve corporate governance with reference to provisions introduced in the Companies Act. 2013; Board of Directors and their role in governance; Duties and responsibilities of auditors; Rights and privileges of shareholders, investor's problem and protection; Corporate governance rating process and parameters.

### **Unit 4: Corporate Governance Models and Committees (9 hours)**

Models of corporate governance; Committees on Corporate Governance: UK scenario (Cadbury Committee), US scenario (Sarbanes Oxley Act), OECD principles; Indian experience: An overview of recommendations of corporate governance committees in India - CII Code of Best Practices, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayan Murthy Committee, Kotak Committee, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with reference to composition and role of Board of Directors, and Role of independent directors.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Fernando, A.C. (2010). *Business Ethics and Corporate Governance* (1st ed.). Pearson Education India. (Chapter 1, 2)
2. Velasquez, M. G. (2020). *Business Ethics- Concepts and Case* (8th ed.). Prentice Hall India. (Chapter 1, 2)
3. Fernando, A. C., & Muralidheeran, K. P. (2019). *Business Ethics: An Indian Perspective* (3rd ed.). Pearson Education India. (Chapter 1 to, 4; 9 to 12, 14,15,18))
4. Crane, A. & Matten, D. (2019) *Business Ethics* (5th ed.). Oxford. (Chapter 1, 7, 8)
5. Ghosh, B. N. (2017). *Business Ethics and Corporate Governance* (1st ed.). McGraw Hill. (Chapter 8, 9, 11)
6. DeGeorge, R. T. (2011) *Business Ethics* (7th ed.). Pearson. (Chapter 3, 4, 13 to 16)
7. Sharma, J. P. (2011). *Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals)*. India: Ane Books.
8. Stanwick, P., & Stanwick, S. (2015). *Understanding Business Ethics* (3rd ed.). Sage Publications. (Chapter 10)
9. Arnold, D. G., Beauchamp, T. L., & Bowie, N. E. (2014). *Ethical Theory and Business* (9th ed.). Pearson Education ( Chapter 7)

### **Suggestive Readings (latest edition of readings to be used)**

1. Davies, A. (2012). *Best Practices in Corporate Governance* (1st ed.). Gower.
2. Fernando, A.C., Satheesh E.K., & Muraleedharan, K. P. (2018). *Corporate Governance :Principles, Policies, and Practices* (3rd ed.). Pearson Education.
3. Muraleedharan, K. P., & Satheesh E.K. (2021). *Fernando's Business Ethics and Corporate Governance* (3rd ed.). Pearson Education.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC CORE COURSE – 14 (DSC-14): LEGAL ASPECTS OF BUSINESS

### Credit distribution, Eligibility and Prerequisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Legal Aspects of Business (DSC 14)	4	3	1	0	XII Class	None

### Learning Objectives

- To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters.
- To understand the applications of these laws to practical commercial situations.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Know rights and duties under various legal Acts for business.
- Understand consequences of applicability of various laws on business situations.
- Develop critical thinking through the use of law cases
- Applying the various concepts of law to practical situations.

### SYLLABUS OF DSC 14

#### Unit 1: Introduction of Indian Contract Act

(18 Hours)

Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

#### Unit 2: Sales of Goods Act and Negotiable Instruments Act

(9 Hours)

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

#### Unit 3: The Companies Act and The Limited Liability Partnership Act

(9 Hours)

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit 4: Consumer Protection Act, RTI Act, and IT Act****(9 Hours)**

Consumer Protection Act 2019: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and Electronic signature, Electronic Governance.

**Essential/recommended Readings (latest editions of readings to be used)**

1. Kucchal M. C. *Business Law*. Vikas Publishing House (P) Ltd.
2. Kucchal M. C. & Kucchal V., *Business Legislation for Management*, Vikas Publishing House (P) Ltd.
3. Kapoor G. K. & Dhamija S., *Company Law and Practice-A Comprehensive Textbook on Companies Act 2013*, Taxmann Publications.

**DISCIPLINE SPECIFIC CORE COURSE- 15 (DSC-15): NEW AGE 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/Practic e		
New Age Marketing (DSC 15)	4	3	1	0	Class XII	Basics of Marketing

**Learning Objectives**

- To gain an understanding of the various elements of marketing communication and their role in the marketing process.
- To understand the importance of brand management, including brand identity, equity, positioning, and extension.
- To develop an understanding of traditional and e-enabled marketing, including e-commerce models, digital marketing, and global marketing issues.
- To gain knowledge of customer relationship management (CRM) and its importance in the service economy, including the global orientation of services.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the role of integrated marketing communication in the marketing process and how it impacts brand management.
- Analyze the various tools of IMC, including sales promotion, direct marketing, interactive marketing, public relations, and personal selling.

- Gain knowledge of e-enabled marketing, including e-commerce models, technology in e-commerce, SEO, social media marketing tools, and legal and ethical issues.
- Understand global marketing issues, including protectionism, Ghemawat's CAGE framework, and strategic alliances.

## **SYLLABUS OF DSC 15**

### **Unit 1: Integrated Marketing Communication**

**(9 Hours)**

Role of IMC in Marketing Process, Tools of IMC - Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal Selling; Evolution, Functions and Role of Brands, Brand Equity, brand identity, brand positioning, Co-Branding, Brand Extension, global branding; Personal Selling – meaning, role and process.

### **Unit 2: Brick and Mortar Marketing**

**(12 hours)**

An Introduction to Product Management, STP, Competitor Analysis, Product Strategy, Adapting product strategy over the PLC; Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Retail Formats; Introduction to Sales Management, Types of selling, managing distribution transportation, inventory, warehousing and logistics.

### **Unit 3: E-enabled Marketing**

**(12 hours)**

E-Commerce: Meaning, Concept and models- B2B, B2C, C2C, C2B, G2C, D2C; Traditional vs e retailing; Technology in e-Commerce - e-payment systems, e- entertainment; Search Engine Optimization (SEO); social media marketing tools; privacy, legal and ethical issues. Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Analytics and Social Media, data mining, Enhancing Digital Experiences via email marketing, mobile apps and mobile marketing.

### **Unit 4: Services & Customer Management with a Global Orientation**

**(12 hours)**

Emergence of The Service Economy, Service Quality Benchmarking; CRM Definition, Need and Importance, The Value Pyramid, Effective Customer Relation Management, Customer lifetime value and life cycle, e-CRM; Globalisation, stages of international expansion, Impact on doing business (Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks, Culture Etc.), Protectionism and its impact on international trade, Ghemawat's CAGE framework, Selling to and in emerging markets, Strategic (and global) Alliances.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Belch, G. E. (2014). *Advertising and Promotion – An Integrated Marketing Communications Perspective*. Tata McGraw Hill.
2. Keller, K. L., Parameswaran, A. M. G., & Jacob, I. (2019). *Strategic Brand Management, Building, Measuring & Managing Brand Equity*. Prentice Hall of India.
3. Lehmann, D. R., & Winer, R. S. (2015). *Product Management*. McGraw Hill Irwin.
4. Panda, T. K., & Sahadev, S. (2014). *Sales and Distribution Management*. Oxford Publications.
5. Laudon, K. C. (2020). *E-Commerce - Business, Technology, Society*. Pearson.
6. Dodson, I. (2018). *The Art of Digital Marketing – The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley.

7. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2013). *Services Marketing*. McGraw Hill.
8. Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications*. McGraw Hill.
9. Cateora, P. R., & Graham, J. L. (2019). *International Marketing*. Tata McGraw Hill. .

**Suggested Readings (latest edition of readings to be used)**

1. Kazmi, S. H. H., & Batra, S. K. (2011). *Advertising and sales promotion*. Excel books.
2. Verma, H. V. (2016). *Brand management: Text and cases*. Excel Books.
3. Berman, B., & Evans, J. R. (2010). *Retail management*. Prentice Hall.
4. Bajaj, C., Tuli, S., & Srivastava, S. (2015). *Retail management*. Oxford University Press.
5. Pandey, U. S., & Shukla, S. (2015). *E-commerce and mobile commerce technologies*. S. Chand.
6. Bhatia, P. S. (2016). *Fundamentals of digital marketing*. Pearson.
7. Gupta, S. (2018). *Driving digital strategy*. Harvard Business Review Press.
8. Joshi, R. M. (2018). *International marketing*. Oxford University Press.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-1)

### DSE 1: 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
		Lecture	Tutorial	Practical/ Practice		
Retail Management (DSE 1)	4	3	1	0	Class XII	Basics of marketing

#### Learning Objectives

- Understand the concept and characteristics of retailing, emerging trends, and the evolution of the Indian retail industry.
- Gain knowledge about store location selection and store planning, including trading area analysis, site selection, store design and layout, and effective retail space management.
- Develop an understanding of retail marketing and merchandising, including retail marketing mix, advertising and sales promotion, CRM, buying organization formats and processes, merchandise planning, and pricing strategies.
- Acquire knowledge about the various elements/components of retail store operation, store administration, inventory management, customer service, store maintenance, and store security.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Describe the concept and characteristics of retailing and explain the emerging trends and evolution of the Indian retail industry.
- Analyze the characteristics of trading areas and evaluate different types of store locations based on the trading area analysis.
- Develop a retail marketing plan that includes the retail marketing mix, advertising and sales promotion strategies, store positioning, and CRM strategies.
- Formulate pricing objectives, strategies, and types of pricing based on external factors that impact a retail price strategy.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

#### SYLLABUS OF DSE 1

##### Unit 1: Introduction to Retailing and Retail Formats

(12 hours)

Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Evolution of



retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.

## **Unit 2: Choosing a Store Location and Store Planning (12 hours)**

Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.

## **Unit 3: Retail Marketing (12 hours)**

Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management.

## **Unit 4: Merchandise Pricing and Retail Operations (9 hours)**

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

### **Essential/recommended Readings (latest edition of readings to be used)**

- Berman, B., & Evans, J. R. (2012). *Retail management*. Pearson Education.
- Vedamani, G. G. (2010). *Retail management: Functional principles & practices*. Jaico Publishing House.

### **Suggested Readings (latest edition of readings to be used)**

- Cullen, P., & Newman, A. (2014). *Retailing: Environment & operations*. Cengage Learning EMEA.
- Bajaj, K., Tuli, G., & Srivastava, R. K. (2017). *Retail management*. Oxford University Press.
- Singh, H. (2017). *Retail management*. S. Chand Publishing.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

## DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-2)

### DSE 2: MARKETING OF SERVICES

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility Criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/Practice		
Marketing of Services (DSE 2)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- Understand the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing.
- Aims at equipping learners with concepts and techniques that help in taking decisions relating to various services marketing situations.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the Concept and Importance of Services.
- Discuss the relevance of the services in the Indian economy.
- Examine the characteristics of the services in various industries.
- Analyse the role and relevance of Quality in Services.

### SYLLABUS OF DSE 2

#### Unit 1: Introduction to Services Marketing

**(9 hours)**

Defining a Service; Increasing Importance of Services; Nature of Services; Intangibility; Distinguishing Features of a Service; Managing Services; The Service Product; Relationship of Services and the organization; Services as an Opportunity; Service Industry across the world.

#### Unit 2: Relevance of Services

**(12 hours)**

Emergence of The Service Economy; Outsourcing and Services; Overview of The Indian Economy; Services Sector in The Indian Economy, (Major players, Major services offered, Major centres; Circumstances that contributed to the Services boom in the Indian economy; Role and relevance of Services to the Indian economy; Classification of Services; Variety of Services offered by Indian organizations, Intangible and Tangible Services.

#### Unit 3: Differentiating Services

**(12 hours)**

Distinguishing Features; The service; Promotion; Price; Place; People; Physical evidence; Process; Elements of Positioning; Service Differentiation; How Indian companies have been at the forefront of the Services industry; What do Indian companies offer to companies seeking Services support; Services as a source of competitive advantage; Increasing integration of Services with organizational plans and activities; Internal Services and External Services, Features, Relevance, Examples; Services Trainings and Hiring; Motivation and Employee Management in the Services sector; Factors affecting attempts of Services Differentiation.

#### **Unit 4: Quality and Strategies**

**(12 hours)**

Defining Service Quality; Researching Service Quality; Service Quality Benchmarking (Servqual, TUV, ISO etc.); Setting Quality Standards; Managing the Marketing Mix for Quality; Organizing and Implementing Service Quality; Factors affecting Service Quality Management; Customer and Customer Value Proposition and Value Creation in Services; Managing the Service Encounter; Blueprinting; Managing Customer Demand, Frequency, Quality, Training, Content and Context; Developing Relationships with Customers; Distribution Strategy; Pricing of Services; Promoting Services; Competitors of the Indian Services Industry; Future of Services Industry in India and elsewhere; Near-shoring and Reshoring; Services and the Gig Economy; Growth potential of the Services Industry.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay. (2010). *Services Marketing* (5 edition). McGraw Hill.
2. Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta., *Services Marketing*, (8e Edition), Pearson.

#### **Suggested Readings (latest editions of readings to be used)**

1. Woodruffe, Helen. (1998). *Service Marketing*. MacMillan India.
2. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay. (2010). *Services Marketing* (5 edition). McGraw Hill.

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## DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-3)

### DSE 3: E COMMERCE

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility Criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
E-Commerce (DSE 3)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- To understand how electronic commerce is affecting business enterprises, governments, consumers and people in general.
- To understand the working of different types of e-commerce models
- To understand the transition of e-commerce in India
- To evaluate enabling technologies for e-commerce such as the internet, networks, search engines, software agents, and e-payment systems.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand traditional vs e-retailing and different models of e-retailing.
- Evaluate enabling technologies for e-commerce such as the internet, networks, search engines, software agents, and e-payment systems.
- Analyze website design, its role in B2C e-commerce, strategies, and goals.
- Analyze the security risks associated with e-commerce and discuss legal and ethical issues.

#### SYLLABUS OF DSE 3

##### **Unit 1: Introduction to E-Commerce: Business Models and Concepts (12 Hours)**

E-Commerce: Meaning and Concept of e-Commerce, Brief history; Transition of e-Commerce in India; Advantages and Disadvantages of e-Commerce; IT act, 2000. E-Commerce models: B2B, B2C, C2C, C2B, G2C; Traditional vs e-retailing, Models of e-retailing; e-Services: Categories of e-services, Web-enabled services, matchmaking services.

##### **Unit 2: Enabling Technologies for E-Commerce (9 Hours)**

Technology in e-Commerce, The internet today and future, Networks and internets: communication switching, Internet protocol suite, IPv6, Search engines, software agents, Internet service provider, ISP policy in India, e-payment systems. Information selling on the web, E-entertainment

##### **Unit 3: Basic Techniques for E-Commerce (12 hours)**

Web Hosting: Webhost-types, VPS-Domain for a website, DNS Information. Webhost: Bandwidth Control Panels- Statistics- uptime-Ecommerce. Website Design: Introduction, Role of Website in B2C Ecommerce, Website strategies and Goals. Search Engine Optimization (SEO): Introduction, Importance of SEO, History of Search Engines, How search Engines Operate, Crawling Techniques. Basic types of Search Tools, How People use search engines and portals, Page rank, Anatomy of Hyperlink, Keywords and Queries, How to conduct Keyword Research, Why site structure is important.

#### Unit 4: E-Marketing

(12 Hours)

Concept, traditional marketing vs e-marketing, Browsing behaviour model, advantages of e-marketing, e-marketing strategies: permission-marketing, affiliate marketing, viral marketing, social media marketing, content marketing, m-commerce, e-commerce security risks, legal and ethical issues.

#### Essential/recommended Readings (latest editions of readings to be used)

1. Laudon, Kenneth C.: *E-Commerce : Business, Technology, Society*, 4th Edition, Pearson.
2. Joseph, S.J.: *E-Commerce: an Indian perspective*, Prentice-Hall of India.
3. Awad, Elias, M.: *Electronic Commerce*, Prentice-Hall of India.
4. Pandey, U.S. and Shukla, Saurabh: *E-Commerce and Mobile commerce Technologies*, S. Chand.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-7)

#### DSE 7: CONSUMER BEHAVIOR

#### Credit distribution, Eligibility and Pre-requisites of 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 (DSE 7)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- To equip learners with basic knowledge about issues and dimensions of consumer behavior.
- Develop understanding of analysing consumer information to create consumer-oriented marketing strategies.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand importance of consumer behaviour
- Understand different consumer behavior influences and their impact on consumer choices.
- Demonstrate how knowledge of consumer behavior influences can be applied to marketing decisions.
- Understand the consumer decision making process.
- Design effective marketing strategies to influence consumer behavior.

## **SYLLABUS OF DSE 7**

### **Unit 1: Introduction to Consumer Behavior**

**(6 Hours)**

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour'. Market Segmentation: VALS 2 segmentation profile.

### **Unit 2: Internal Influences on Consumer Behavior**

**(15 Hours)**

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self- consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

### **Unit 3: External Influences on Consumer Behavior**

**(12 Hours)**

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

#### **Unit 4: Consumer Decision Making Process**

**(12 Hours)**

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process-problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences.

Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

NOTE: Cases & application to marketing will be taught with respect to each topic.

#### **Essential/recommended Readings (latest edition of books will be used)**

1. Schiffman, L. G., Wisenblit, J., & Kumar, S.R. (2018). *Consumer Behaviour*. 12th edition. Pearson Education.
2. Solomon, M. R., & Panda, T. K. (2020). *Consumer Behavior: Buying, Having, and Being*. 13th edition. Pearson Education.
3. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2016). *Consumer Behavior*. Cengage Learning.

#### **Suggestive Readings (latest edition of books will be used)**

1. Hawkins, D. I., Best, R. J., & Coney, K. A. (2003). *Consumer Behavior: Building Marketing Strategy*. McGraw-Hill/Irwin.
2. Hawkins, D. I., Mothersbaugh, D., & Mookerjee, A. (2010). *Consumer Behaviour – Building Marketing Strategy*. 11th edition. McGraw Hill Education.
3. Kotler, P., & Keller, K. L. (2015). *Marketing Management*. 15th edition. Pearson Education India.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-8)

### DSE 8: DIGITAL 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		
Digital Marketing (DSE 8)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- This course aims to familiarize learners with the concept of digital marketing and its current and future evolutions.
- Equip learners with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept of digital marketing and its real-world iterations.
- Analyze the innovative insights of digital marketing enabling a competitive edge.
- Understand the concept of mobile marketing.
- Identify and utilise various tools of digital marketing.

#### SYLLABUS OF DSE 8

##### Unit 1: Introduction to Digital Marketing

**(9 Hours)**

Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, Reasons for Growth. Need for a comprehensive Digital Marketing Strategy. Concepts: Search Engine Optimization (SEO); Concept of Pay Per Click.

##### Unit 2: Social Media Marketing

**(12 Hours)**

Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze. Tools: Google and the Search Engine, Facebook, Twitter, YouTube and LinkedIn. Issues: Credibility, Fake News, Paid Influencers; Social Media and Hate/ Phobic campaigns. Analytics and linkage with Social Media. The Social Community.

##### Unit 3: Email and Mobile Marketing

**(12 Hours)**

Email Marketing: Introduction, email marketing process, design and content, delivery, discovery. Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps. Pros and Cons; Targeted advertising.



Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas.

#### Unit 4: Managing Digital Marketing

(12 Hours)

Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing.

#### Essential/recommended Readings (latest editions of readings to be used)

1. Dodson, Ian. (2016). *The Art of Digital Marketing - The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley.
2. Ryan, Damien.(2008). *Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation*. Kogan Page Limited.

#### Suggestive Readings (latest editions of readings to be used)

1. Gupta, Sunil. (2018). *Driving Digital Strategy*. Harvard Business Review Press.
2. Tuten, Tracy L. and Solomon, Michael R. (2020 ). *Social Media Marketing*. (3 edition). Sage.
3. Bhatia, Puneet S. (2019). *Fundamentals of Digital Marketing*. (2 edition). Pearson.
4. Kotler, Philip. (2017). *Marketing 4.0: Moving from Traditional to Digital*. (1 edition). Wiley.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

### DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-9)

#### DSE 9: CUSTOMER RELATIONSHIP 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/Practic e		
Customer Relationship Management (DSE 9)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- To explore the concept of Customer Relationship Management (CRM), the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed.
- To familiarize the concept of CRM as a Business Strategy.
- To equip the learners with CRM practices and technologies that enhance the achievement of marketing objectives.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept of CRM, the benefits delivered by CRM to achieve marketing objectives, CRM strategies and obstacles.
- Develop an understanding of the CRM through Customer Knowledge Management , the value pyramid, CRM solutions map, CRM myths.
- Analyse tools for CRM and various tools for data mining and also successful implementation of CRM in the organisation.
- Create an understanding of the CRM in service industry in India, the Past Present and Future of CRM.

## **SYLLABUS OF DSE 9**

### **Unit 1: Introduction to Customer Relation Management (CRM) (12 Hours)**

CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

### **Unit 2: CRM as a Business Strategy (12 Hours)**

CRM – Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.

### **Unit 3: Technological Tools for CRM and Implementation (12 Hours)**

Data Mining for CRM – Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation – step by step process.

### **Unit 4: CRM in Services (9 Hours)**

Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present Future of CRM.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Sheth, N.J., Atul, P & Shainesh, G., (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications*. (Standard ed). Tata McGraw Hill.

### **Suggestive Readings (latest edition of readings to be used)**

1. Kincaid, W.J., (2003). *Customer Relationship Management Getting it Right*, Prentice Hall Professional..
2. Mohamed, P.H. & Sagadevan, A., (2021). *Customer Relationship Management, A Step-by-Step*

Approach, Vikas Publishing House.

3. Fader, P., (2012). *Customer Centricity – Focus on right customer for strategic advantage*, (2nd ed) Wharton Digital Press.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

## DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-1)

### DSE 1: 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
		Lecture	Tutorial	Practical/ Practice		
Industrial Relations (DSE 1)	4	3	1	0	Class XII	None

#### Learning Objectives

- To acquaint learners with concepts of industrial relations and related acts in Indian context.
- To familiarise the learners with the implications of law in the industrial environment.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Acquire theoretical and practical perspective on different aspects of industrial relations.
- Understand the key participants, institutions, relationships, and processes in industrial relations.
- Understand employer and employee relations and its management.
- Analyse the rights of labour class in the industrial environment

#### SYLLABUS OF DSE 1

##### Unit 1: Industrial Relations

(12 hours)

Concept, Objectives of industrial relations, Parties in industrial relations, Aspects of industrial relations. Trade unions: Objectives, Historical perspective of unionism in India, functions, why workers join unions, importance, problems of trade unions, structure of trade unions, Trade union act 1926, Immunity granted to register trade unions, recognition of trade unions.

##### Unit 2: Industrial Disputes

(9 hours)

Concept, Types of industrial disputes, Causes of industrial disputes, Machinery for settlement of industrial disputes, Industrial disputes act 1947. The industrial employment (standing orders act 1946, coverage, modification, interpretation).

**Unit 3: Labour Turnover****(12 hours)**

Concept, Rate of labour turnover, Costs of labour turnover, Causes of labour turnover, controlling labour turnover. Absenteeism: Concept, Rate of absenteeism, Causes of absenteeism, Effects of absenteeism, Measures to control absenteeism.

**Unit 4: Collective Bargaining****(12 hours)**

Concept, Essentials of collective bargaining, Problems of collective bargaining, Collective bargaining procedure. Workers' participation in Management: Modes of participation, Measures for successful workers' participation.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Srivastav S. *Industrial relations and Labour laws*. Vikas Publishing House.
2. Mallik P. *Handbook of Industrial and Labour laws*. Eastern Book Company.
3. Saharay H.K. *Industrial and Labour Laws of India*. Prentice Hall International.
4. Chhabra T. *Industrial Relations and Labour Laws*. Dhanpat Rai Publishing House.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

**DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-5)**
**DSE 5: TRAINING AND MANAGEMENT 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		
Training and Management Development (DSE 5)	4	3	1	0	Class XII	Basics of Human Resource Management

**Learning Objectives**

- To familiarize the learners with the concept and practice of training and management development.
- To equip learners with the knowledge of applying training and development concepts in the modern organizational setting through text and cases.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the need and process of training need analysis in organizations.

- Understand the process of designing a training programme and its evaluation.
- Apply the various training methods and analyse their applicability in different organizational situations.
- Apply the concepts of management development to design development programs in the organizations.

## **SYLLABUS OF DSE 5**

### **Unit 1: Training in Organizations and Training Need Analysis (9 hours)**

An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training. Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

### **Unit 2: Training Design and Evaluation (12 hours)**

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

### **Unit 3: Training Methods (12 hours)**

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

### **Unit 4: Management Development (12 hours)**

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Blanchard, P. N. & Thacker J. (2012). *Effective Training: Systems, Strategies and Practices*, (5th ed). Upper Saddle River, NJ: Pearson Education, Inc.
2. Bhatia, S.K. (2005). *Training & Development Concepts and Practices*. Deep & Deep Publishers.
3. Lynton, R. & Pareek U. (2011). *Training & Development*. Prentice Hall.
4. Noe, R. (2018). *Employee Training & Development*. McGraw-Hill Education.
5. Rishipal. (2011). *Training & Development Methods*. S. Chand Publishing.
6. Ross, S. C. (2018). *Training and development in organizations: An essential guide for trainers*. Routledge.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

## DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-6)

### DSE 6: PERFORMANCE 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		
Performance Management (DSE 6)	4	3	1	0	Class XII	None

#### Learning Objectives

- To identify the knowledge and skills required for effective employee performance and team performance management
- Designing and implementing performance management systems to measure and align individual performance with strategic objectives of the firm.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept and dynamics of performance appraisal and performance management.
- Appreciate the significance of implementing an on-going and thorough performance management system.
- To develop an understanding of various approaches to performance management.
- To be able to develop criteria and standards for performance management.
- To create and develop skills required for effective performance management.

#### SYLLABUS OF DSE 6

##### Unit 1: Basis of Performance Management

**(9 hours)**

Introduction: Concept, Philosophy, History from performance appraisal to performance development; Objectives of performance management system; Aligning Performance Management with Organizational Strategy, Values, and Goals.

##### Unit 2: Performance Management Practice

**(15 hours)**

Performance planning, Process and Documentation of Performance appraisal; The balanced Scorecard, Analyzing and assessing performance; Managing underperformance – problems and

approaches; Providing feedback – nature, effectiveness and guidelines, 360 -degree feedback and the feed-forward interview, Use of technology and e-PMS; Coaching – process, approach and techniques.

### **Unit 3: Applications of Performance Management (15 hours)**

Managing organizational performance – process and strategic approach, business performance management systems, organizational capability, human capital management, developing a high performance culture; Managing team performance - team competencies, measures and processes for team performance management, performance of individual team members; Performance management and employee engagement – concept, significance and enablers; Performance management and reward – financial and non-financial; International performance management – subsidiaries of multi-national organizations, expatriates performance management.

### **Unit 4: Performance Management – Reality and Reinvention (6 hours)**

Correcting the wrongs in the performance management process – reasons for failure; reinventing performance management – the way forward.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Michael A., *Armstrong's Handbook of Performance Management: An Evidence - Based Guide to Delivering High Performance*. Kogan Page. (6th ed.)
2. D. Gary. *Human Resource Management*. Prentice Hall. (12th ed.)
3. Bhattacharyya, D.K. *Performance Management systems and strategies*, Pearson Education
4. Rao, T. V. (2016). *Performance management: toward organizational excellence*. Sage Publications India.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

## **DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-7)**

### **DSE 7: HUMAN RESOURCE PLANNING**

#### **Credit distribution, Eligibility and Pre-requisites of 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 Planning (DSE 7)	4	3	1	0	Class XII	Basics of Human Resource Management

### **Learning Objectives**

- To equip the learners to understand the fundamentals of human resource function of workforce planning through application of tools, techniques and various concepts related to human resource planning.
- To familiarise the learners with HR information system, strategic HR planning.

## **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the meaning, need and importance of HRP, various techniques and effective HR planning.
- Understand the meaning objectives HRIS, steps in designing HRIS, trends in HRIS.
- Analyse the HRP Management process HRP evaluation.
- Evaluate the Strategic HRP, Mergers and Acquisition and its impact on HRP, Outsourcing and its impact on HRPs

## **SYLLABUS OF DSE 7**

### **Unit 1: Fundamentals of Human Resource Planning (12 Hours)**

Overview of Human Resource Planning (HRP): Human Resource Planning – Meaning, Nature, Need and Importance; Process of HRP – Steps in HRP; HR Demand Forecasting – Factors, Techniques – Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique; HR Supply Forecasting – Factors, Techniques –Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables; Barriers in Effective Implementation of HRP and Ways to Overcome; Requirements for Effective HR Planning.

### **Unit 2: Human Resource Information System (12 Hours)**

Data Information Needs for HR Manager – Contents and Usage of Data; HRIS – Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in Designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. Security Issues in Human Resource Information Systems; HRIS for HRP; Trends in HRIS; Job analysis – Uses, methods, Job description & Job specifications.

### **Unit 3: HRP Practitioner and Evaluation (12 Hours)**

HRP Practitioner: Meaning, Role; HRP Management Process; HRP as a Tool to Enhance Organisational Productivity Impact of Globalisation on HRP; Aspects of HRP: Performance Management, Career Management, Management Training and Development, Multi Skill Development; Return on Investment in HRP – Meaning and Importance; HRP Evaluation Meaning, Need, Process, Issues to be considered during HRP Evaluation.

### **Unit 4: Strategic Human Resource Planning (9 Hours)**

Strategic Human Resource Planning – Meaning and Objectives; Link between Strategic Planning and HRP through People, Finance and Technology; Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.



**Essential/recommended Readings (latest edition of readings to be used)**

1. Dressler,G. & Varkey,B. (2017). *Human Resource Management*. New Delhi. Pearson Education.
2. Krishnamoorthy,R., Kamat,N. & Kamat,N.C. (2017). *Human Resource planning and Information system (with case studies)*. Himalaya Publishing House
3. Aswathappa A. (2018). *Human Resource Management, Text and Cases*. New Delhi. Tata McGraw-Hill.
4. Flipppo,B.E., (2018). *Principles of Personnel Management*. New Delhi. McGraw-Hill Publications.
5. Bohlander,G. & Snell,S., (2008). *Human Resource Management*. New Delhi. Cengage Learning Private Limited.
6. Rao,S.,(2014). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

**DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-8)**
**DSE 8: TALENT AND COMPETENCY 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		
Talent & Competency Management (DSE 8)	4	3	1	0	Class XII	Basics of Human Resource Management

**Learning Objectives**

- To equip the learners to the role of HR in the Talent Management System.
- To familiarize the learners with the Talent Management System and strategies.
- Enable the learners to develop, map and design competency models.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the concept of Talent Management , Talent Gap Approaches to fill gap, role of building Sustainable Competitive Advantage.
- Apply the potential and appropriateness of talent development strategies, policies, approaches and methods with reference to relevant contextual factors.

- Analyse concept, types benefits models of Competencies
- Create the understanding of the Competency Development, Competency Mapping, Competency based HR applications.

## **SYLLABUS OF DSE 8**

### **Unit 1: Introduction to Talent Management**

**(9 Hours)**

Meaning, Evolution, Scope, Significance, Benefits and Limitations of Talent Management, Principles of Talent Management, Sources of Talent Management, Attracting and Retaining Talent, Talent Management Grid, Talent Gap: Meaning and Approaches to Fill Gaps, Talent Value Chain, Role of HR in Talent Management, Role of Talent Management in Building Sustainable Competitive Advantage.

### **Unit 2: Talent Management System (TMS) and Strategies**

**(12 Hours)**

Meaning, Key Elements of TMS, Creation of TMS and Building Blocks for TMS, Life Cycle of Talent Management: Meaning and Process, Talent Management Process: Steps, Significance and Prerequisites, Approaches to Talent Management, Talent Management Strategies: Meaning and Development, Mapping Business Strategies and Talent Management Strategies, Talent and Succession Planning: Identifying key managerial positions, development of capabilities, lateral hiring in case of discontinuity in the succession plans.

### **Unit 3: Introduction to Competency**

**(12 Hours)**

Competence and Competency: Concept, Types of Competencies, Benefits and Limitations of Implementing Competencies, Competency Model: Concept, Significance and Development of Competency Model, Personal Competency Framework, Iceberg Model, Lancaster Model of Competency, Transcultural Managerial Competencies, Validation of Competency Models.

### **Unit 4: Competency Management**

**(12 Hours)**

Meaning, Features, Objectives, Benefits and Challenges, Competency Development: Meaning and Process, Competency Mapping: Concept, Features and Significance, Approaches to Mapping, Competency Mapping Procedures and Steps, Use of Assessment Centres in Competency Mapping, Types of Exercises, Competency based HR applications.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley.
2. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business driven*. Pearson Education.
3. Padoshi, S. (2018). *Talent and Competency Management*. Himalaya Publishing House.
4. Berger, L.A. & Berger, D.R. (2018). *The Talent Management Hand Book*. Tata McGraw Hill.
5. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. Sage Books.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-1)

### DSE 1: PROJECT APPRAISAL, FINANCING AND CONTROL

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Project Appraisal, Financing and Control (DSE 1)	4	3	1	0	Class XII	Basics of Accounting and Finance

#### Learning Objectives

- To familiarize learners about identification of a project and feasibility analysis,
- To equip them to apply project appraisal, control & management Techniques,
- To understand and appraise project risk analysis and financing

#### Learning Outcomes

On successful completion of his course, the learners will be able to:

- Understand the process of screening of ideas and carry out appraisal for Projects.
- Use Investment Evaluation Techniques for selection of Projects.
- Carry out Risk Analysis for business projects and identify alternative sources of financing.
- Understand the concept and application of Social Cost benefit Analysis
- Apply project control and management techniques for project success.

#### SYLLABUS OF DSE 1

Unit 1: Introduction to Projects and their Appraisal **(9 hours)**

Project Definition, Project Identification, Project Life Cycle, Project Stakeholder Analysis, Feasibility study. Types of Project Appraisal (Brief Overview): Market and Demand Analysis, Technical Appraisal, Financial Appraisal, Economic Appraisal, Managerial Appraisal, and Social Appraisal.

Unit 2: Financial Appraisal **(9 hours)**

Components of Project Cost, Investment Evaluation Techniques: Non-Discounting Methods (Payback Period, Accounting Rate of Return), Discounting Methods (Net Present Value, Profitability Index, Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)). Comparative analysis of Investment Evaluation Techniques, Investment Evaluation in Practice.

Unit 3: Project Risk Analysis and Project Financing **(15 hours)**

Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree

Analysis. Strategies for Risk Management.

Sources of Financing – Internal Accruals, Equity Capital, Preference Capital, Debentures (or Bonds), Term Loans, Venture Capital, Private Equity, Venture Capital Vs Private Equity, Loan syndication.

#### **Unit 4: Social Appraisal and Aspects of Project Management (12 hours)**

Social Appraisal: Rationale for Social Cost Benefit Analysis (SCBA), Approaches of SCBA (UNIDO and Little-Mirrlees Approach), Environment Impact Assessment (EIA) and Social Impact Assessment (SIA) of Projects. Relevant Case Studies. Network Techniques for Project Cost and Time Management (PERT & CPM) (theory only). Pre-Requisites for Successful Project Implementation. Essentials of a Project Report.

#### **Essential/recommended readings (latest edition of readings to be used)**

1. Chandra, Prasanna (2019). *Projects – Planning, Analysis, Selection, Financing, Implementation, and Review*. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2021). *Project Appraisal and Management*. Taxmann Publications.

#### **Suggestive Readings (latest edition of readings to be used)**

1. Goodpasture, J. C. (2003). *Quantitative methods in project management*. J. Ross Publishing.
2. Project Management Institute. (2021). *A guide to the Project Management Body of Knowledge (PMBOK guide)*. Project Management Institute.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

### **DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-2)**

#### **DSE 2: 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
		Lecture	Tutorial	Practical/ Practice		
Insurance (DSE 2)	4	3	1	0	Class XII	None

#### **Learning Objectives**

- To equip the learners with the basic characteristics of insurance, different kinds of insurance, and benefits and costs of insurance to society.
- To acquaint the learners with the core concepts of risk management and its objectives.

- To get deep insight into the regulatory environment of IRDA
- To examining the regulatory environment for insurance

### **Learning Outcomes**

On successful completion of his course, the learners will be able to:

- Evaluate the different types of Risks and learn the concept and principles of Insurance.
- Understand Risk Management and learn the concept, principles and technical components of Insurance contracts.
- Comprehend the functioning of Insurance company operations.
- Learn various important and strategic aspects of management of Insurance business.

## **SYLLABUS OF DSE 2**

### **Unit 1: Insurance and Risk**

**(9 hours)**

Risk – Definitions of Risk, Chance of Loss, Peril and Hazard, Classification of Risk, Major Personal Risks and Commercial Risks, Burden of Risk on Economy and Society.

Insurance – Definition of Insurance, Basic Characteristics of Insurance, Law of Large Numbers, Characteristics of an Ideally Insurable Risk, Benefits and Costs of Insurance to Society. Insurance Kinds (briefly) – Life and General Insurance, Difference between Life and General insurance.

### **Unit 2: Insurance Principles & Risk Management**

**(12 hours)**

Risk Management – Meaning of Risk Management, Objectives of Risk Management, Steps in the Risk Management Process, Techniques for Managing Risk, Benefits of Risk Management. Personal Risk Management. Enterprise Risk Management (briefly) – Concept & Benefits. Case Studies on Management of different Personal and Business Risk to be discussed. Fundamental Legal Principles – Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith. Requirements of an Insurance Contract.

### **Unit 3: Insurance Company Operations**

**(12 hours)**

Requirements of an Insurance Contract, Distinct Legal Characteristics of Insurance Contracts. Components of Insurance Contracts – Declarations, Definitions, Insuring agreement, Exclusions, Conditions, and Miscellaneous provisions. Underwriting – Underwriting Policy, Underwriting Principles, Sources of Underwriting Information. Sales and Marketing activities of Insurers. Claims Settlement – Basic Objective, Parties Involved & Steps in Settlement Process. Endorsements and Riders. Deductibles – Concepts and Purpose of Deductibles. Regulatory Framework of Insurance in India (briefly) – Insurance Legislation and IRDA.

### **Unit 4: Important Aspects of Insurance Business Management**

**(12 hours)**

Reinsurance – Definitions, Reasons for Reinsurance, Types of Reinsurance – Facultative & Treaty Reinsurance, Methods of Sharing Losses (Numerical Qs). Alternatives to Traditional Reinsurance – Securitization of Risk and Catastrophe Bonds. Insurance and Investments – Life Insurance Investments, Property and Casualty Insurance Investments. Rate Making – Concept, Objectives, Rate Making Methods (Numerical Qs) – Judgement, Class and Merit Rating Method. Coinsurance –

Nature, Purpose and Problems. Other Important Provisions – Pro Rata liability, Contribution by Equal Shares, and Primary and Excess Insurance.

#### Essential/recommended Readings (latest edition of readings to be used)

1. Rejda, G. E., McNamara, M. J., & Rabel, W. H. (2022). *Principles of risk management and insurance* (14th ed). Pearson Education.
2. Mishra, M. N., & Mishra, S. B. (2019). *Insurance principles and practice*. S. Chand and company.

#### Suggested Readings (latest edition of readings to be used)

1. Gupta, P. K. (2021). *Insurance and risk management*. Himalaya Publishing House.
2. Institute of Chartered Accountants of India, *Insurance and Risk Management*.  
<https://resource.cdn.icai.org/59895clcmodule-6.pdf>

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-3)

#### DSE 3: FINANCIAL PLANNING

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Financial Planning (DSE 3)	4	3	1	0	Class XII	Basics of Finance

#### Learning Objectives

- To equip learners with the knowledge and practical understanding of important dimensions of managing one's personal finance.
- To provide understanding and planning abilities for their tax liabilities, investments, insurance coverage, and retirement.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the fundamentals of Personal Financial Planning
- Learn the basics of managing personal tax liabilities
- Learn the basic concepts and underlying principles for Retirement Planning.
- Ascertain and choose appropriate insurance policies for managing personal risks.

- Evaluate various asset classes on the basis of risk-return and personal investment goals
- Create, maintain and grow personal investment portfolio

### **SYLLABUS OF DSE 3**

#### **Unit 1: Basics of Personal Finance and Tax Planning (12 hours)**

Understanding Personal Finance. Rewards of Sound Financial Planning. Personal Financial Planning Process. Personal Financial Planning Life Cycle. Making Plans to Achieve Your Financial Goals. Common Misconceptions about Financial Planning. Personal Tax Planning –Fundamental Objectives of Tax Planning, Tax Structure in India for Individuals, Common Tax Planning Strategies – Maximizing Deductions, Income Shifting, Tax-Free and Tax-Deferred Income.

#### **Unit 2: Managing Insurance Need (12 hours)**

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

#### **Unit 3: Managing Investments (12 hours)**

Role of Investing in Personal Financial Planning, Identifying the Investment Objectives, Different Investment Choices. The Risks of Investing, The Returns from Investing, The Risk-Return Trade-off. Managing Your Investment Holdings – Building a Portfolio of Securities, Asset Allocation and Portfolio Management, Keeping Track of Investments. Investing in Equity – Common Considerations, Key Measures of Performance, Types of Equity Stocks, Market Globalization and Foreign Stock, Making the Investment Decision. Investing in Bonds – Benefits of Investing in Bonds, Bonds Versus Stocks, Basic Issue Characteristics, The Bond Market, Bond Ratings. Investing in Mutual Funds and Exchange Traded Funds (ETFs) – Concept of Mutual Funds and ETFs, Benefits of Investing in Mutual Funds or ETFs, Some Important Cost Considerations, Services Offered by Mutual Funds, Selecting appropriate Mutual Fund and ETF investments, Evaluating the performance of Mutual Funds and ETF.

#### **Unit 4: Investing in Real Estate and Retirement Planning. (9 hours)**

Investing in Real Estate – Some Basic Considerations. Modes of Real Estate Investment – Raw Land, Commercial Properties, Residential Properties, Real Estate Investment Trusts (REITs). Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Billingsley R., Gitman L., & Joehnk M. (2017). *Personal Financial Planning*. Cengage Learning.
2. Tillery S., & Thomas N. Tillery. (2017). *Essentials of Personal Financial Planning*. Association of International Certified Professional Accountants.

**Suggested Readings (latest edition of readings to be used)**

1. Indian Institute of Banking & Finance. (2017). *Introduction to Financial Planning* (4th ed.).
2. Sinha, M. (2017). *Financial Planning: A Ready Reckoner*. Mc Graw Hill.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

**DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-7)**
**DSE 7: SECURITY ANALYSIS & PORTFOLIO 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
		Lecture	Tutorial	Practical/ Practise		
Security Analysis and Portfolio Management (DSE 7)	4	3	1	0	Class XII	Basics of Financial and Management Statistics

**Learning Objectives**

- To provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment
- To provide a sound theoretical base with examples and references related to the Indian financial system.
- To emphasize on understanding of the forces that influence the risk and return of financial assets and related models and theories.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Remember the concepts of risk and return, bonds and their valuation, technical and fundamental analysis, asset pricing and risk return of portfolio.



- Understand the process of calculating risk and return, pricing of bonds along with duration, valuation of shares along with trading strategies and portfolio risk and return, pricing research reports and advice of financial firms and brokers.
- Evaluate the best measures of risk and return, bond prices and sensitivity based on other variables, share valuation models and techniques of arriving at portfolio risk and return.
- Analyse the outcomes of evaluation to choose the best return risk asset, change in bond price based on changes in interest rate etc., execute buy and sell transactions based on fundamentals and trends in the respective asset and compare the risk return ratios of various assets and portfolios so as to choose the optimal portfolio.
- Create trading and investment strategies for maximising returns in the financial markets and also create a portfolio of investments to achieve the best risk return trade-off.

## **SYLLABUS DSE 7**

### **Unit 1: Risk–Return Analysis, Bond Valuation & Fundamental Analysis (11 Hours)**

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, SWOT analysis, Company analysis.

### **Unit 2: Share Valuation & Technical Analysis (11 Hours)**

Share valuation: Dividend discount models – no growth, constant growth, and two stage growth model. Relative valuation models using P/E ratio, other ratios. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators – Dow theory, advances and declines, new highs and lows, circuit filters. Volume indicators – Dow Theory, small investor volumes. Other indicators – institutional activity, Trends: resistance, support. Technical charts & patterns. Indicators: moving averages.

### **Unit 3: Portfolio Analysis and Management (12 Hours)**

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta, systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, 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.

### **Unit 4 – Asset Pricing Models and Mutual Funds (11 Hours)**

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Expected return, required return, overvalued and undervalued assets as per CAPM. Multiple factor models: Arbitrage Pricing Theory (APT), APT vs

CAPM. Mutual Funds: Introduction, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation of Managed Funds using Sharpe's, Treynor's and Jensen's measures.

#### Essential/recommended Readings (latest edition of readings to be used)

1. Reilly, F. K. & Brown, K.C. (2012) *Analysis of Investments and Management of Portfolios*, (12th edition), Cengage India Pvt. Ltd.
2. Singh, Rohini (2017): *Security Analysis and Portfolio Management*, (2nd Edition). Excel Books.

#### Suggestive Readings (latest edition of readings to be used)

1. Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management*, (6th edition), Pearson Education.
2. Ranganathan, M., & Madhumathi, R. (2006). *Investment Analysis and Portfolio Management*. Pearson Education.

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### DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-8)

#### DSE 8: DIGITAL 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
		Lecture	Tutorial	Practical/ Practice		
Digital Finance (DSE 8)	4	3	1	0	Class XII	Basics of Finance

#### Learning Objectives

- To familiarize learners with the fundamentals of digital finance
- To develop awareness about varied kinds of payments system
- To learn about the emergence of cryptocurrency and blockchain
- To learn about the opportunities, challenges and risk management in fintech business

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the nature of the digital revolution in finance

- Develop an insight about the emergence of digital business models, products and services in the ecosystem
- Develop an insight about the functioning of crypto asset and blockchain
- Analyze the key areas of concern in the operation of fintech business models

## **SYLLABUS OF DSE 8**

### **Unit 1: Digital Transformation of Finance**

**(11 Hours)**

A Brief History of Financial Innovation, Digitization of Financial Services, Introduction to FinTech & Funds, FinTech Transformation, FinTech Typology, Collaboration between Financial Institutions and Start-ups. Introduction to Regulation and future of RegTech.

Crowdfunding – Types and functioning of crowdfunding markets, Differences between traditional funding models and crowdfunding markets, Informational problems in the crowdfunding model.

### **Unit 2: Payment Systems**

**(11 Hours)**

Digitalization of the payment system, The historical evolution of the payment system. Attributes of a well-functioning payment system, Banks as guarantors of the payment system. New entrants and new payment models: risks for the banking system. FinTech applications in Banking & Non-Banking Financial Companies (NBFCs); Insurance; Payments; Lending; Audit; and Compliance. Electronic Clearing Service (ECS), Real Time Gross Settlement (RTGS), National Electronic Funds Transfer (NEFT), Immediate Payment Service (IMPS), Unified Payments Interface (UPI), Growth of Digital Payments in India, RBI guidelines on Digital Payments.

### **Unit 3: Crypto Assets and Blockchains**

**(12 Hours)**

Introduction: Crypto an asset for trade and Crypto-currency, Problems with issuers credibility, Fin Tech & Securities Trading; Cryptocurrencies and its future as currency, blockchain as a registration mechanism, Functioning of the block chain system. The integration of digital currency and blockchain and issuers incentive problems; PropTech: FinTech of Real Estate; Possible alternative uses of blockchain technology in the economy and difficulties in its implementation. Use of bitcoin in money laundering. The regulatory debate. Introduction of Central Bank Digital Currency (CBDC). Other Emerging Financial Technologies: Internet of things (IOT) & AR/VR applications.

### **Unit 4: FinTech, Big Data Analytics and New Financial Business Models**

**(11 Hour)**

The use of data in traditional credit decisions, the combination of big data and machine learning to improve financing decisions. Smart accounts, customized financial products, risk management and fraud prevention. High frequency trading: opportunities and risks. Digital security, Challenge of confidentiality, integrity and availability. Digital securities as systemic risk in economy. Regulations on cybersecurity. Latest developments in field of Digital Finance.

### **Essential/ recommended Readings (latest edition of readings to be used)**

1. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2019). Disrupting finance: FinTech and strategy in the 21st century. New Delhi: Springer Nature.

2. Beaumont, P. H. (2019). Digital Finance: Big Data, Start-ups, and the Future of Financial Services. New Delhi: Routledge.

**Additional Readings (latest edition of readings to be used)**

1. RBI Guidelines on Payment Systems, Crypto Asset and Fintech Business Model
2. Phadke, S. (2020). FinTech Future: The Digital DNA of Finance. New Delhi: Sage Publications.
3. Maese, V. A., Avery, A. W., Naftalis, B. A., Wink, S. P., & Valdez, Y. D. (2016). Cryptocurrency: A primer.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 1)

### GLOBAL 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		
Global Marketing (DSE 1)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- This course aims to bring to the fore various cultural and regional variables and their impact on businesses in the short-term and long-term future.
- It further aims to explore the nuances of international marketing related activities such as advertising, pricing, supply chain management, market entry, branding and customization etc. while attempting to bring practical elements into study.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Develop the basic understanding of the factors related to global marketing
- Articulate the various deciding factors at international level which have a significant impact on international trade and business.
- Identify the Fundamentals of sustainable (profitable) business growth with focus on international expansion, operating in multiple markets, new business opportunities and market analysis.
- Comprehend the critical roles of (international pricing, advertising and promotions, policies for export and international trade, global marketing strategies etc.) in developing a sound International business relations.

#### SYLLABUS FOR DSE 1

##### Unit 1: Introduction

**(9 Hours)**

Reasons behind international expansion; types of MNCs; Expatriates and Inpatriates; Stages of International Exposure; Global Marketing, Using Social Media tools.

##### Unit 2: International Variables

**(12 Hours)**

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Gender biases, Festivals, Buying Behaviour; PESTEL; Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

### **Unit 3; International Expansion**

**(12 Hours)**

Porter's Five Forces Model; Ghemawat's CAGE framework; Globalisation; Demographics and Segmentation; Assessing Market Potential, How markets behave, Selling in specific markets (Developed, Developing, Post-Communist); "Right" Market to enter and "Right" Time to enter; What (mis-selling, outdated products), Where, Why, and How are we selling; Customer needs (of the new/foreign market); Location of manufacturing facilities; Labelling and Packaging (Export and Retail); Selling to and in emerging markets; Concerns and issues with available market analysis tools.

### **Unit 4: International Business**

**(12 Hours)**

Strategic (and global) Alliances; Global level of competition; Product Development; E- Commerce and Changing International Marketing Paradigms; Supply Chain as a source of International Advantages; Managing International Sales (Channels and Logistics); International Advertising and Promotions; Pricing for international markets, Pricing wars (War Chests), Approaches – Full-cost v/s Variable, Skimming v/s Penetration (non-numeric), factors influencing pricing; Implementing a Global Marketing Strategy; Support Mechanisms for Exports and International Trade, Export Infrastructure and Assistance in India, ITPO; International Payment Methods, Finance and Raising Funds, Taxation and Tax Havens, Marine and Cargo Insurance. Managing Risks in International Trade.

### **Essential/recommended Readings (latest editions of readings to be used)**

1. Cateora, R. P., & Graham, L. John (2019). *International Marketing*. Tata McGraw Hill.
2. Joshi, R. M. (2014). *International marketing*. Oxford University Press.

### **Suggestive Readings (latest editions of readings to be used)**

1. Keegan, W. J. (2017). *Global marketing management*. Pearson Education India.
2. Muhlbacher, Hans. *International Marketing-A Global Perspective*. Cengage Learning.
3. Bhattacharya, B. and Varshney, R.L. (2022). *International Marketing Management*. Sultan Chand & Sons.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 2)

### GEOPOLITICS AND INTERNATIONAL TRADE

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Geopolitics and International Trade (DSE 2)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- This paper aims at providing the learners with a greater understanding of geopolitics, how it works, and how it can be used to assess the existing capabilities and building of new plans in terms of foreign policy orientations focusing the deeper trading relations.
- The course covers the key concepts and ideas of geopolitics and engages with the current dynamics of building new trade partners and trade networks. It enhances the ability to use geopolitics for the analysis of the social, political and economic dimensions of international trade.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Recognise the concept of Geopolitics, Geostrategic and Geopolitical theories, various theories and their implications for and contemporary applications in the field of International Relations and trade.
- Interpret the linkages among International Relations, Political Science, National Security policies, History, Political, Geography and Economy.
- Recall some of the major geopolitical actors and activities in the global political and economic arena and analyse their impact in the distribution of power and wealth.
- Inspect, analyze and understand the political economy of trade and economic cooperation.

#### SYLLABUS FOR DSE 2

##### Unit 1: Introducing Geopolitics

**(9 Hours)**

Introduction to roots and theories, Geopolitical theories of land (Mackinder), sea (Mahan), air (deSeversky) and their contemporary applications, Geopolitical Agency-The concept of Geopolitics codes, Territorial Geopolitics –Shaky Foundations of the World Political Map, Global Geopolitical structure-Framing Agency, International Political Economy-Economics Geography and Globalisation. Network Geopolitics-Social Movements and Armed conflicts, Link between Geopolitics, economics and investments, Measuring Geopolitical risk.

## **Unit 2: Geopolitics and International Economic Cooperation (12 Hours)**

Building a New World Order, IMF and WTO-Are Geopolitical tools?, Free Trade and WTO, Criticism of Free Trade Agreements, Economic Diplomacy as a Mean to Foster Growth, Globalisation- growth and inequality. IMF-Compliance, defiance, and the dependency trap: International Monetary Fund program interruptions and their impact on capital markets.

## **Unit 3: India & South Asia (12 Hours)**

Untapped regional trade integration, political economy of trade. Fall of Kabul – Regional reset, Potential impact on India's future plan to reach Central Asian markets, Geopolitical importance of Iran for India, Trade Potential of Chabaar (Iran) port for India. Shifting trade focus from West to East-India's Look East Policy and Geopolitical Gravity in the Indo-Pacific region. India's Geopolitical ties with major trade partners-UAE, USA, Saudi Arabia. India and China-From armed conflict to \$100 billion trade.

## **Unit 4: Geopolitics of trade routes (12 Hours)**

The Ancient Silk Roads: Historical Perspectives, The Revival of the New Silk Roads by Modern China, Indo-Pacific and the Maritime Silk Road, China's Arctic Policy and Polar Silk Road, Geopolitical and Geo-Economic Patterns of the BRI's Implementation. Global Paradigm Shift: Towards a World-Land Bridge. South China Sea and its geostrategic importance for trade.

### **Essential/recommended Readings (latest editions of readings to be used)**

1. Flint, Colin. (2016). *Introduction to Geopolitics*. (3rd edition). Routledge
2. Ahmed, Faisal & Lambert, Alexandre. (2021). *The Belt and Road Initiative: Geopolitical and Geoeconomics Aspects*. (1st edition). Routledge.

### **Suggestive Readings (latest edition of readings to be used)**

1. Mi Park (2018). *The IMF and WTO: How does Geopolitics influence Global Finance and International Trade?*. (1st edition). Coal Harbour Publishing
2. Klement, Joachim. (2021). *Geo-Economics: The Interplay between Geopolitics, Economics, and Investments*. (1st edition). CFA Institute Research Foundation / Monograph.
3. Kumar, R. (2020). South Asia: Multilateral Trade Agreements and untapped regional trade integration. *International Journal of Finance & Economics*, 26(2), 2891–2903. doi:10.1002/ijfe.1941
4. Kumar, R. (2019). India & South Asia: Geopolitics, regional trade and economic growth spillovers. *The Journal of International Trade & Economic Development*, 29(1), 69–88. doi:10.1080/09638199.2019.1636121
5. Kumar, R. (2019b). India–china: Changing Bilateral Trade and its effect on economic growth. *The Singapore Economic Review*, 67(02), 567–586. doi:10.1142/s021759081950005x



6. Frandi, Nico. (2019). Paper prepared for the Istituto Affari Internazionali (IAI), May 2019. “WTO and geopolitical changes. Multilateralism and coalitions of members between crisis, adaptation to change and rebirth”, published in September 2018.
7. Reinsberg, B., Stubbs, T. & Kentikelenis, A. (2021). Compliance, Defiance, and the dependency trap: International monetary fund program interruptions and their impact on Capital Markets. *Regulation & Governance*, 16(4), 1022–1041. doi:10.1111/rego.12422
8. Iwanek, K. (2021, September). India Poised to Lose Influence in Afghanistan. *The Diplomat*. Retrieved from <https://thediplomat.com/2021/09/india-poised-to-lose-influence-in-afghanistan/>
9. Jamal, Umair. (2021, May). Treacherous Triangle: Afghanistan, India, and Pakistan After US Withdrawal. *The Diplomat*. Retrieved from <https://thediplomat.com/2021/05/treacherous-triangle-afghanistan-india-and-pakistan-after-us-withdrawal/>
10. Sood, Rakesh. (2021, November). Redefining India’s role in Afghanistan. ORF. Retrieved from <https://www.orfonline.org/research/redefining-indias-role-in-afghanistan/>
11. Chatterji, S. K. (2020, March 3). Afghanistan geo-strategically important for India; could be tapped for defence exports. *Financial Express*. Retrieved from <https://www.financialexpress.com/defence/afghanistan-geo-strategically-important-for-india-could-be-tapped-for-defence-exports/1887297/>
12. Kothari, Raj Kumar. (2020). India’s Strategic Interests In Central Asia. *World Affairs: The Journal of International Issues*, Vol. 24, No. 1 , pp. 100-117.
13. Rowden, Rick. (2020, December 18). India’s Strategic Interests in Central Asia and Afghanistan: Go through Iran. *New Lines Institute*. Retrieved from <https://newlinesinstitute.org/iran/indias-strategic-interests-in-central-asia-and-afghanistan-go-through-iran/>
14. Pant, H.V. and Deb, A. (2017). India-ASEAN Partnership at 25. *Observer Research Foundation (ORF) Issue Brief*, Issue No. 189. New Delhi, India

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## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-3)

### INTERNATIONAL TRADE AND DOCUMENTATION

#### Credit distribution, Eligibility and Pre-requisites of 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 Trade and Documentation (DSE 3)	4	3	1	0	Class XII	Understanding of international trade

#### Learning Objective

- The objective of this course is to acquaint the learners with the basic concepts of international trade, India's foreign trade policies, export assistance and promotion measures and various aspects of importing.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the various theories of international trade, role of government in exchange control and tariff measures.
- Comprehend the current composition and direction of India's foreign trade.
- Evaluate the different measures of export promotion adopted and various schemes launched by the government of India.
- Demonstrate the documentation process under international trade as well use of information technology in international business.

### SYLLABUS FOR DSE 3

#### Unit 1: Introduction to International Trade

**(9 Hours)**

Theories of International Trade- Absolute and comparative Advantage theories- Heckscher- Ohlin theory- terms of trade- theory of international trade in services, Tariffs- Quotas- dumping- Antidumping/ countervailing- duties- technical standards- exchange control and other non tariff measures

#### Unit 2: India's Foreign Trade

**(12 Hours)**

Composition and direction of India's foreign trade- India's foreign trade policy- export promotion infrastructure and institutional set up – deemed exports- rupee convertibility- policy on foreign collaborations and counter trade arrangements- India's joint ventures abroad- project and consulting exports; Balance of Payments.

**Unit 3: Export Assistance in India****(12 Hours)**

Export assistance and promotion measures- ECGC- import facility- duty drawback- duty exemption schemes- tax concessions- MAI-MDA-100 percent EOUs SEZs, Export Promotion Councils (EPCS), Vishesh Krishi and Gram Udyog Yojana (Special Agriculture and Village Industry Scheme (VYGUY), Focus Market Schemes, Advance Authorisation scheme.

**Unit 4: International Documentation****(12 Hours)**

Processing of an export order – methods of payment- negotiations of export bills- pre and post shipment export credit – Bank guarantees- types and characteristics of export documents, Procedure for procurement through imports- Import financing-customs clearance of imports- managing risks involved in importing, Information Technology in International Business - e procurement, e-marketing, e- logistics

**Essential/recommendation Readings (latest editions of readings to be used)**

1. Cherunilam, F. International Trade and Export Management. Himalaya Publishing House
2. Agarwal, O.P. & Chaudhuri, B.K. Foreign Trade and Foreign Exchange. Himalaya Publishing House.

**Suggestive Readings (latest editions of readings to be used)**

1. Rao, M.B. and Guru, Manjula: WTO and International Trade. Vikas Publishing House
2. Mahajan, V.S.: India's Foreign Trade and Balance of Payments. Deep & Deep Publications
3. Jeevanandam, C.: Foreign Exchange and Risk Management. Sultan Chand & Sons

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## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 7)

### GLOBAL TRADE MANAGEMENT (BARRIERS AND BLOCS)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Global Trade Management (Barriers and Blocs) (DSE 7)	4	3	1	0	Class XII	Basics of Management and Marketing

#### Learning Objectives

- This course aims to enrich the understanding of learners about the globalization of business in the setting of new opportunities and threats to governments, firms, and individuals.
- This course attempts to introduce elements of strategy in the way of business in the global marketplace as it exists today, with an outlook of the future growth and expansion.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Recognise how the economic, political/legal, and financial environments affect international business operations.
- Interpret international trade theories, international investments, trends toward economic integration around the world; and how government and business decisions influence international trade.
- Illustrate the effects of current regional trade agreements and economic integration on developing countries.
- Judge and implement strategies that will help provide a competitively advantageous position and differentiate between smaller firms and multinational corporations.

### SYLLABUS FOR DSE 7

#### Unit 1: Global Business Environment

**(9 Hours)**

Theories of international business – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, Competitive Advantage. National Differences, National Differences under PESTEL: Culture, Bureaucracy, CSR, Environmental Consciousness and Sustainability. Porter's Diamond model of National Competitiveness. Doing business globally; supply chain management; currency management; raising capital; making payments for internationally traded goods and services; ease of doing business; marketing across cultures; pricing; costing for internally traded goods and services; dispersed manufacturing; import-export. Introduction to Analytics for global business operations. Trade hubs. Key regions, companies and countries impacting global trade.

Various businesses and industries operating globally. Global movement of knowledge and unskilled workers.

## **Unit 2: Globalization and Free Trade**

**(12 Hours)**

Globalization: Meaning, Definition, Features, Advantages and Disadvantages. Challenges to global operations: Socio–Cultural, Political, Legal and Economic Implications. Globalization and India: GATT, WTO, Intellectual Property Rights, Industrial promotion schemes such as SEZs and Atmanirbhar Bharat, TRIPS Agreements, India's Trade Policy. Globalisation of Indian Businesses.

Concept of global free trade: role of global bodies such as WTO, IMF; ethical issues; biases and restrictions; global climate agreements; enforcement of global trade pacts and regulations; trade sanctions; preferential and non-preferential treatments

Trade Blocs and Trade Agreements; introduction, need and relevance; pros and cons. Overview of major agreements such as NAFTA, TPP, EU, MERCOSUR, OPEC etc. Impact of such blocs and agreements on strategies for global expansion and global business activities.

Regional Trade Blocks, Preferential Trade Agreements, Free Trade Area, Custom Union, Economic Union. Entering Developed and Emerging Markets.

## **Unit 3: International Business Management**

**(9 Hours)**

Modes of creating an International Business: Global Strategic Management and Multinational Enterprises, International business analysis; modes of entry: exporting (direct and indirect), licensing, franchising, contract manufacturing, management contracts, turnkey projects, Joint ventures, Mergers and Acquisitions, Foreign direct investment; Comparison amongst different modes of entry. Emerging markets as a unique segment of international business opportunities; bottom of the pyramid; need for innovation; unique operational challenges and circumstances.

Challenges to international business operations and trade barriers.

## **Unit 4: Protectionism and Trade Barriers**

**(12 weeks)**

Introduction to Protectionism: history; stages; current scenario. Various types of protectionist measures: import quotas, tariffs; anti-dumping; bans etc. Protectionist measures since 1945: banana wars, Japanese companies entering USA and Western Europe; anti-dumping and China; political issues affecting imports; trade agreements; export restrictions. Barriers affecting the movement of goods, intellectual property, services and people.

Export driven economies: UK, Germany, USA, Japan, Asian Tigers, Mexico, India, China + Rise of global manufacturing and outsourcing hubs like Mexico, China, Bangladesh, India, Vietnam, parts of Eastern Europe - and their experience with trade barriers - solutions and present scenario

Rise of globally relevant trade agreements: relevance, impact on strategies of international business operations.

Current scenario of trade barriers and protectionism.

## **Essential/recommendation Readings (latest editions of readings to be used)**

1. Peters, Margaret E. (2017). *Trading Barriers: Immigration and the Remaking of Globalization*. (1st edition). Princeton University Press
2. Bhagwati, Jagdish N. (1990). *Protectionism*. (1st edition). MIT Press
3. Heron, Tony. (2012). *Global Political Economy of Trade Protectionism and Liberalization*. (1st edition). Routledge
4. Hill, C.W.L, Hult, G.T.M. & Mehtani, R. (2018). *International Business: Competing in the Global Marketplace*. (11th edition). McGraw Hill

**Suggestive Readings (latest edition of readings to be used)**

1. Hahn, Balthasar & Jaeger, Carl. (2010). *Trade Liberalization & Protectionism*. (1st edition). Nova Science Publishers
2. Kahanmoui, Farrokh. (2008). *Effects of Trade Barriers on Growth*. (1st edition). VDM Verlag
3. Liu, Fang & Peters, Bill. (2011). *Green Trade Barriers*. (1st edition). Lambert Academic Publishing
4. Winters, L. Alan. (2011). *Non-tariff Barriers, Regionalism And Poverty*. (1st edition). World Scientific Publishing Co.
5. Salvatore, Dominick. (1993). *Protectionism and World Welfare*. (1st edition). Cambridge University Press
6. Cherunilam, Francis. (2020). *International Business*. (1st edition). PHI Learning
7. Justin, Paul. (2013). *International Business*. (1st edition). PHI Learning
8. USTR, 2021 National Trade Estimate Report on Foreign Trade Barriers. USTR. (Available at <https://ustr.gov/sites/default/files/files/reports/2021/2021NTE.pdf>)

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## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL MANAGEMENT (DSE 8)

### GLOBAL 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		
Global Supply Chain Management (DSE 8)	4	3	1	0	Class XII	Basics of Marketing and Operations

#### Learning Objective

- To provide a balanced and integrated perspective of both the foundational principles and pragmatic, business-oriented functions of SCM.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Define supply chain and its role in organisation.
- Analyse the significance of supply chain strategy in overall business.
- Explain the role of Marketing, Operations, Sourcing and Logistics in supply chain management.
- Evaluate different methods of forecasting and demand planning and maintaining inventory management.
- Analyse the importance of quality control through six-sigma and identify how it affects the sustainability in SCM.

### SYLLABUS FOR DSE 8

#### Unit 1: SCM Strategies and Systems

**(12 Hours)**

Introduction To Global Supply Chain Management: Characteristics of a Competitive Supply Chain, Trends in SCM,; Examples from Different Industries, Services & Continents; Supply Chain Strategy: Achieving a Competitive Advantage, Building Blocks of Supply Chain Strategy, Supply Chain Strategic Design, Strategic Considerations, Productivity as a Measure of Competitiveness; Network and System Design: The Supply Chain System, Designing Supply Chain Networks. Special relevance of SCM for global operations.

#### Unit 2: Operations, Sourcing And Logistics

**(12 Hours)**

Customer-Driven Supply Chains, Delivering Value to Customers, Global channels of Distribution; International operations Management: Product Design, International Process Design, Facility Layout, Process Automation; International Sourcing: Sourcing and SCM, Measuring Sourcing Performance;

Global Logistics: Transportation, Warehousing, Third-Party Logistics (3PL) Providers. Challenges and advantages of global sourcing.

**Unit 3: Forecasting and demand planning (12 Hours)**

Role of Forecasting and Demand Planning in SCM: Collaborative Forecasting and Demand Planning, Bull-whip effect. Role of Inventory Management in SCM: Basics of Inventory Management, Inventory Systems, Managing Supply Chain Inventory. Lean Systems and Six-Sigma Quality: Lean Production, Total Quality Management (TQM), Statistical Quality Control (SQC), Six Sigma Quality, The Lean Six Sigma Supply Chain. Variables affecting globally long supply chains.

**Unit 4: Sustainable Supply Chain Management (9 Hours)**

Supply Chain Relationship Management: Supplier-Retailer Relationships, The Role of Trust. Global Supply Chain Management: Global Market Challenges, Global Infrastructure Design, Cost Considerations, Political and Economic issues. Sustainable Supply Chain Management: Growing trend in sustainable supply chain operations; Evaluating Sustainability in SCM, Sustainability in Practice. Role of IT in SCM: Enterprise Resource Planning (ERP), Tracking; RFID, Digitally networked planning.

**Essential/recommended Readings (latest editions of readings to be used)**

1. Sanders, N.R. (2017). Supply Chain Management: A Global Perspective. Wiley.
2. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). Global Supply Chain and Operations Management. Springer.

**Suggestive Readings (latest editions of readings to be used)**

1. Mentzer, J.T., Byers, M.B., & Stank, T.P. (Eds.). (2006). Handbook of Global Supply Chain Management. Sage.
2. Blanchard, D. (2010). Supply Chain Management Best Practices. Wiley.
3. Branch, A.E. (2017). Global Supply Chain Management and International Logistics. Routledge.
4. Chopra, S. & Kalra, D.V. (2019). Supply Chain Management: Strategy, Planning and Operation. Pearson.
5. Handfield, R.B., Monczka, R.M., Giunipero, L.C. & Patterson, J.L. (2011). Sourcing and Supply Chain Management. Cengage Learning.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time



## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-9)

### INTERNATIONAL EXPANSION STRATEGIES

#### Credit distribution, Eligibility and Pre-requisites of 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 Expansion Strategies (DSE 9)	4	3	1	0	Class XII	Concepts of International Marketing

#### Learning Objectives

- This course aims to help learners identify and understand the various strategies that companies can adopt while opting for international expansion.
- This course should also enable the learners to understand the nuances of marketing to a diverse audience and how to adapt to local operating challenges and local variables like culture and governance.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Reproduce factors that impact international expansion.
- Interpret and have a deeper understanding of the various strategies companies can adopt while expanding abroad.
- Organise their knowledge to develop a better understanding of the various challenges that a company faces in international operations.
- Recognize and articulate strategies and actions to help manage international expansion challenges and risks.

### SYLLABUS FOR DSE 9

#### Unit 1: Introduction

**(6 Hours)**

Reasons behind international expansion; types of MNCs; basic factors to consider while expanding abroad; Market Analysis tool: Porter's Five Forces, PESTEL, Porter's Diamond Model.

#### Unit 2: International Expansion Choices

**(15 Hours)**

Assessing market potential: Demographics, Segmentation, Market behaviour and operational challenges.

Tools for assessing market attractiveness: Ghemawat's CAGE framework, Ghemawat's AAA Framework, Ease of Doing Business.

Selling in specific markets: Developed, Developing/ Emerging, Post-Communist; “Right” Market to enter and “Right” Time to enter;

Product and Market Fit: Who, What, Where, Why, and How are we selling; Customer needs (of the new/foreign market); own capabilities in product development and IP capabilities; Positioning; Market realities.

Market Entry planning: Operational needs and challenges; Location of manufacturing facilities; Location of IP development and management facilities; Labelling and Packaging (Export and Retail); Import and Export laws and taxes, local business customs and processes, cultural variables and their impact on doing business locally, business risks.

Balance between local and international operations: Which parts to bring in from abroad and what to manufacture locally, IP development centres, level of independence of local operations; managing globally dispersed operations and activities; identifying and adapting to cultural and operational differences amongst home country and non-home country operations and markets.

### **Unit 3: International Expansion Strategies**

**(15 Hours)**

Strategies: Distributor model; Licencing; Franchising; Joint Ventures; Strategic Alliances; Own Operations: Mergers, Acquisitions, Green-field and Brown-field expansion.

Challenges: regulatory environment, sops, staffing, export-import regulations and restrictions, currency conversion, national level variables and advantages, supply chain, infrastructure, financing and funding, new product development; long-term business risks.

### **Unit 4: Realities of International Operations**

**(9 Hours)**

Global competition: Product Development, E- Commerce, Pricing.

Competition from local players: Protectionism, market understanding, tactics used by local players to protect their markets, role and relevance of local partners for specific business activities, amount of resources (raw materials, infrastructure, distribution networks) available in the market, advantages possessed by local players as compared to international companies.

Sources of competitive advantage for international companies (from outside the new market): Supply chain, manufacturing facilities; raising resources and finances; operational excellence and practices, quality partners and vendors.

Managing Risks in International Business operations.

### **Essential/recommended Readings (latest editions of readings to be used)**

1. Wild, J.J. and Wild, K.L. (2021). *International Business: The Challenges of Globalization*. (9th edition). Pearson.
2. Bartlett, Christopher, A. (2013). *Transnational Management: Text and Cases in Cross Border Management*. (7th edition). McGraw-Hill.
3. Hopkins, Raymond A. (2017). *Grow Your Global Markets*. (1st edition). Apress.
4. Cateora, P.R. & Graham, J.L. (2010). *International Marketing*. (15th edition). Tata McGraw Hill.

**Suggestive Readings (latest editions of readings to be used)**

1. Salwan, P., Daniels, J.D., Radenbaugh, L.H. and Sullivan, D.P. (2016). *International Business*. (15th edition). Pearson Education.
2. Peng, M.W. & Srivastava, D.K. (2019). *Global Business*. (1st edition). Cengage Learning.
3. Keega, W.J.& Green, M.C. (2014). *Global Marketing Management*. (1st edition). Prentice Hall India.
4. Muhlbacher, H., Dahringer, L. & Leihs, H. (1999). *International Marketing: A Global Perspective*. (2nd edition). Cengage Learning.
5. Joshi, Rakesh M. (2014). *International Marketing*. (2nd edition). Oxford University Press.
6. Varshney, R.L & Bhattacharya, B. (2015). *International Marketing Management: An Indian Perspective*. (1st edition). Sultan Chand & Sons.

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## COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

### GENERIC ELECTIVES (GE-1): MANAGEMENT WISDOM FROM INDIA

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Management Wisdom From India (GE 1)	4	3	1	0	Class XII	Concepts of management	Management Studies

#### Learning Objectives

- This course aims to bring management education and research in India in line with its needs to tackle contemporary challenges
- The course helps learners develop management models that are rooted in India's spiritual and cultural ethos.
- This course attempts to highlight innovative uses of Indian Management thought in the VUCA world of today.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Interpret the various theories, concepts and ideas that constitute 'received knowledge' of Indian Management.
- Learn how to compare and contrast Indian management thought with Western concepts.
- Illustrate ways of how to apply Indian management thought more effectively in an organisation setting.
- Judge how Indian thoughts help enable growth and development of the self, organisations, society and environment in the present as well as future context.

#### SYLLABUS OF GE-1

##### UNIT- 1: Indian Wisdom

**(9 hours)**

Understand the principles of materialism (abhyudhaya), spiritualism (nisreyasa), nivṛtti (spiritual contemplation), pravṛtti (worldly duties), coexistence (loka sagraham), cohesion (samanva), arkashastra (Analysis, Reasoning, Argumentation), Diversity Management (Anekanthavada). 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 (12 hours)**

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 Arthasastra. Learnings from a study of Manusmriti.

## **UNIT- 3: Indian Management Practices (15 hours)**

Uniquely Indian business scenarios – population density, crowd behaviour, role of the unorganised 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 (9 hours)**

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 learners. Indian perspectives on sustainability, creativity, interpersonal skills, business ethics, environment friendly.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Srinivasan, V. (2006). *New Age Management Philosophy from Ancient India*. (1st edition). Lotus.
2. Peetham, Sri Sharada. (2016). *Ancient Wisdom for Modern Management*. (1st edition). Springer.
3. Bansal, Ipshita. (2003). *Management Concepts In Ancient Indian Psycho-Philosophic Thought*. (1st edition). Popular Book Depot.
4. Sharma, Subhash. (2020). *Indian Management*. (1st edition). New Age International.
5. Swami Ranganathananda. (2001). *Universal Message of the Bhagavad Gita*. (1st edition). Advaita Ashrama, Kolkata.
6. Swami Dayananda Saraswati, (2007). *The value of values*. (1st edition). Arsha Vidya Research & Publication Trust, Chennai.

### **Suggestive Readings (latest edition of readings to be used)**

1. Mahadevan, B. (2019). *Writings on Gita & Management*. (1st edition). Kindle edition.

- (<http://www.iimb.ernet.in/webpage/b-mahadevan/bhagavad-gita-amp-management>)
- Swami Chinmayananda, (2000). *Holy Geeta*. (1st edition). Chinmaya Prakashan.
  - Bhattathiri, M.P. (2004). Retrieved from <http://vaikhari.org/downloads/Bhagavad%20Gita%20and%20Management.pdf>
  - Houston, D.J. and Cartwright K.E. (2007). *Spirituality and Public Service*. Public Administration Review, Jan. – Feb., 2007, 88 – 102.
  - Poole, E. (2007). *Organisational Spirituality – A literature review*. Journal of Business Ethics, 84, pp. 577 – 588.
  - 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.
  - Ehrenfeld, J.R. (2005). *The Roots of Sustainability*. MIT Sloan Management Review, 46 (2), pp. 23-25.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

#### GENERIC ELECTIVES (GE-2:) FUNDAMENTALS OF ORGANISATION BEHAVIOR

##### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Fundamentals of Organisational Behaviour (GE 2)	4	3	1	0	Class XII	None	Management Studies

##### Learning Objectives

- Explain the concepts in organisational behaviour and discuss how individual differences—such as personalities, perceptions, and learning affect employee behaviour and performance.
- Gain practical insight into individual and interpersonal issues facing organizations by understanding theories and apply the underlying concepts in managing behaviour.
- Develop an understanding of group behaviour, group dynamics and leadership styles. Devise strategies for effective group management and leadership development.
- Apply the conceptual understanding of organizational level variables which impact behaviour in organizations in understanding as well as initiating change in organizations.

##### Learning Outcomes

On successful completion of the course the learner will be able to:

- Comprehend the meaning and nature of organizational behaviour. Understand influences and factors impacting individual behaviour in organizations.
- Enhance understanding of various organizational and interpersonal processes like motivation, interpersonal transactions, level of trust etc. Compare and contrast various theories to develop an understanding of their relevance in different organizational situations. Develop and shape organizational strategies to manage these interpersonal processes.
- Analyse and develop greater insight into the behaviour of individuals in groups/teams in organizations and handle group behaviour and leadership issues in organizations.
- Apply the understanding of organizational dynamics in terms of power; conflict etc. in managing interpersonal behaviour. Evaluate organizational requirements and create interventions

## **SYLLABUS OF GE-2**

### **UNIT- 1: Fundamental Concepts in OB**

**(12 hours)**

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**

**(12 hours)**

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**

**(12 hours)**

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: Organisational Dynamics of Politics, Conflict and Change**

**(9 hours)**

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.

### **Essential/recommended readings (latest edition of readings to be used)**

1. Robbins, S. P., Judge, T. A. and Vohra N. (2019). *Organisational Behavior* (18th Edition). Pearson
2. Luthans, F., Luthans, K. W., & Luthans, B. C. (2015). *Organizational Behavior: An Evidence-based Approach* (13th Edition) Charlotte, North Carolina: Information Age

3. Meshane, S.L., Von Glinow, M.A., and Sharma, R.R. (2009). *Organizational Behaviour*. New Delhi. McGraw-Hill (Special Indian Education).
4. Singh. K. (2010). *Organizational Behaviour-Text and Cases*. (3rd Edition) New Delhi. Pearson Education
5. Aswathappa, K. (2005). *Organizational Behaviour*. Himalaya Publishing House, Mumbai.
6. Moorhead, G. and Griffin, R.W. (2009). *Organizational Behaviour-Managing People and Organizations* (4th Edition). Houghton Mifflin Company-New York.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

### GENERIC ELECTIVES (GE-3): FINANCE FOR NON FINANCE EXECUTIVES

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Finance for Non-Finance Executives (GE 3)	4	3	1	0	Class XII	None	Management Studies

#### Learning Objective

- To familiarise non finance executives with the essentials of finance and investments.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

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

#### SYLLABUS OF GE-3

##### Unit 1: Introduction to Finance

(10 hours)

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**

**(12 hours)**

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: Payback Period, Discounted Payback Period, Net Present Value, Profitability Index, Internal Rate of Return. Selection of suitable evaluation techniques.

## **Unit 3: Financing Decisions**

**(12 hours)**

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**

**(11 hours)**

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.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Singh, S. & Kaur, R. (2020). *Fundamentals of Financial Management* (7th ed.). Scholar Tech Press.
2. Bhargav, B. K. (2022). *Finance For Non-Finance Managers*. Jaiko Publishing House.
3. Chandra, P. (2017). *Finance Sense: Finance For Non-Finance Executives* (5th ed.). Tata McGraw Hill.
4. Tripathi, V. (2021). *Basic Financial Management* (3rd ed.). Taxmann.

### **Suggestive Readings (latest edition of readings to be used)**

1. Chandra, P. (2022). *Financial Management – Theory and Practice*. (11th ed.). Tata McGraw Hill.
2. Tripathi, V. (2023). *Fundamentals of Investments* (6th ed.). Taxmann.
3. Hawawini, G., & Viallet, C. (2008). *Finance for Non-Finance Managers*. Cengage Learning.
4. Siciliano, G. (2014). *Finance for Nonfinancial Managers*, 2nd ed. (Briefcase Books Series). McGraw-Hill.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### GENERIC ELECTIVES (GE-4): WEALTH 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	Department offering the course
		Lecture	Tutorial	Practical/Practice			
Wealth Management (GE 4)	4	3	1	0	Class XII	None	Management Studies

#### Learning Objective

- To familiarise learners 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 the course the learner 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.

#### SYLLABUS OF GE-4

##### Unit 1: Basics of Wealth Management and Investments (9 hours)

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 (12 hours)

Concepts of Return and Risk, Types of Return (their calculation & utility): Absolute Return, Average

Return, Expected Return, Holding Period Return, Effective Annualised 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**

**(12 hours)**

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**

**(12 hours)**

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.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Tripathi, V. (2019). *Security Analysis and Portfolio Management: Text and Cases*. Taxmann Publications
2. Chandra, P. (2021). *Investment Analysis and Portfolio Management*. (6th ed.). McGraw Hill Education.

### **Suggestive Readings (latest edition of readings to be used)**

1. Billingsley, R., Gitman, L. J., & Joehnk, M. D. (2020). *Personal Financial Planning*. (15th ed.). Cengage Learning.
2. Tillery, S., & Tillery, T. (2018). *Essentials of Personal Financial Planning* (1st ed.). Wiley.
3. Singh, R. (2017). *Security Analysis and Portfolio Management* (2nd ed.). Excel Books.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## GENERIC ELECTIVES (GE-5): FUNDAMENTALS OF MARKETING 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	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Fundamentals of Marketing Management (GE 5)	4	3	1	0	Class XII	None	Management Studies

### Learning Objectives

- To introduce the nature, scope, and importance of marketing and its evolution over time.
- To explain the core marketing concepts and the various company orientations.
- To explain the various product decisions, including the product life cycle, product classification, product line decision, product mix decision, branding decisions, packaging and labeling.
- To understand the various pricing methods and determinants of price, as well as promotion decisions and marketing channel decisions.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Learners will be able to understand the nature, scope, and importance of marketing and its evolution over time.
- Learners will be able to explain the core marketing concepts and the various company orientations.
- Learners will be able to identify and analyze the various factors affecting the marketing environment in the Indian context.
- Learners will be able to apply the concepts of segmentation, targeting, and positioning to develop effective marketing strategies.
- Learners will be able to make informed decisions regarding product decisions, including the product life cycle, product classification, product line decision, product mix decision, branding decisions, packaging and labeling.
- Learners will be able to analyze the various pricing methods and determinants of price, as well as promotion decisions and marketing channel decisions, to develop effective marketing strategies.
- Learners will be able to develop marketing strategies for service firms based on an understanding of the unique characteristics of services.

## SYLLABUS OF GE-5

### Unit 1: Introduction and Marketing Environment

**(12 hours)**

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 (12 hours)**

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 (12 hours)**

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 (9 hours)**

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

### **Essential/recommended Readings (latest edition of readings to be used)**

- Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E. (2019). *Principles of marketing: A South Asian perspective*. Pearson.
- Kotler, P., & Keller, K. L. (2015). *Marketing management (15th ed.)*. Pearson.

### **Suggestive Readings (latest edition of readings to be used)**

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

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### **GENERIC ELECTIVES (GE-6): DYNAMICS OF START UPS**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Dynamics of Start Ups (GE 6)	4	3	1	0	Class XII	None	Management Studies

### **Learning Objectives**

- Understand the concept of entrepreneurship, its different types, and the qualities required to become a successful entrepreneur.
- Explore the significance of innovation, creativity, and the role they play in the development and growth of new ventures, particularly in the Indian context.

- Identify and evaluate business opportunities, employing various techniques such as idea generation, selection, and implementation.
- Conduct feasibility analysis, encompassing marketing, technical, and financial aspects, to determine the viability of a new venture.
- Gain knowledge of resource mobilization strategies, including different types of resources and various sources of financing, for successful entrepreneurship. Additionally, comprehend the government initiatives and support available for entrepreneurs in India, along with the mechanisms for scaling up and exiting a business.

### **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the concept of entrepreneurship and differentiate between different types of entrepreneurs. (Knowledge)
- Apply innovative and creative thinking to identify and evaluate business opportunities for start-ups. (Application)
- Assess the feasibility of a new venture through comprehensive analysis of marketing, technical, and financial factors. (Analysis)
- Develop strategies for resource mobilization and financing options for entrepreneurship. (Synthesis)
- Evaluate the challenges, government initiatives, and support systems associated with scaling up and exiting a business. (Evaluation)

## **SYLLABUS OF GE-6**

### **Unit 1: Entrepreneurship Journey**

**(9 hours)**

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**

**(12 hours)**

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**

**(15 hours)**

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**

**(9 hours)**

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.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2021). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
2. Kuratko, D. F., & Hodgetts, R. M. (2020). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
3. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson.
4. Spinelli, S., Adams, R. J., & Timmons, J. A. (2018). *New venture creation: Entrepreneurship for the 21st century* (11th ed.). McGraw-Hill Education.
5. Zimmerer, T. W., Scarborough, N. M., & Wilson, D. (2018). *Essentials of entrepreneurship and small business management* (9th ed.). Pearson.

**Suggestive Readings (latest edition of readings to be used)**

1. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully Launching New Ventures* (6th ed.). Pearson.
2. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
3. Kuratko, D. F., & Hodgetts, R. M. (2017). *Entrepreneurship: Theory, Process, and Practice* (10th ed.). Cengage Learning.
4. Morris, M. H., Kuratko, D. F., & Covin, J. G. (2019). *Corporate Entrepreneurship & Innovation* (4th ed.). Cengage Learning.
5. Timmons, J. A., Spinelli, S., & Zacharakis, A. (2018). *New Venture Creation: Entrepreneurship for the 21st Century* (11th ed.). McGraw-Hill Education.

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## SEMESTER-VI

### BACHELOR IN MANAGEMENT STUDIES

#### DISCIPLINE SPECIFIC CORE COURSE – 16: BUSINESS STRATEGIES

##### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Strategies (DSC 16)	4	3	1	0	Class XII	Concepts of management and functional areas of management

#### Learning Objectives

- Familiarising learners with concepts of strategy formulation and implementation.
- Develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross functional integration.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Recognize the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
- Inspect the internal and external environments in which businesses operate and assess their significance for strategic planning.
- Use their understanding of different strategic options to tackle business situations
- Predict strategic issues and design appropriate courses of action.

#### SYLLABUS OF DSC 16

##### Unit 1: Introduction to Business Policy and Strategy (3 hours)

Nature & importance of business policy & strategy; Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions; Company's vision and mission.

##### Unit 2: Environmental Analysis & Diagnosis (12 hours)

Analysis of company's external environment; Michael E. Porter's 5 Forces model; Internal analysis, Importance of organisation capabilities, competitive advantage and core competence; Michael E. Porter's Value Chain Analysis, Porter's Diamond Theory of National Advantage.

##### Unit 3: Formulation of Competitive Strategies (15 hours)

Porter's generic competitive strategies, implementing competitive strategies - offensive & defensive moves; formulating Corporate Strategies – Introduction to strategies of growth, stability and renewal, types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint



ventures), CAGE distance framework, Types of renewal strategies – retrenchment and turnaround. Introduction to Merger & Acquisitions.

#### **Unit 4: Strategic Analysis and Choice**

**(15 hours)**

Strategic gap analyses; portfolio analyses – BCG, GE, product market evolution matrix, experience curve, life cycle portfolio matrix, grand strategy selection matrix; behavioural considerations affecting choice of strategy; impact of structure, culture & leadership on strategy implementation; functional strategies & their link with business level strategies; introduction to strategic control & evaluation.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Pearce, J.A., & Robinson, R.B. (2017). *Strategic Management: Formulation Implementation and Control*. (12th edition). McGraw Hill Education.
2. Kazmi, A., & Kazmi, A. (2020). *Strategic Management and Business Policy*. (5th edition). McGraw Hill Education.
3. Thompson, A.A., & Strickland, A.J. (2001). *Strategic Management: Concepts and Cases*. Irwin/McGraw-Hill.

#### **Suggestive Readings (latest edition of readings to be used)**

1. Thompson, A.A., Strickland, A. J., & Gamble, J. E. (2005). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*. (no edition). Irwin/McGraw-Hill.
2. Porter, M.E. (2004). *Competitive Advantage: Creating and Sustaining Superior Performance*. (Export edition). The Free Press.
3. Rao, P.S. (2017). *Business Policy and Strategic Management*. (2nd edition). Himalaya Publishing House.
4. Wheelen, T.L., Hunger, J.D., Hoffman, A.N., & Bamford, C.E. (2017). *Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. (Global Edition). Pearson Higher Ed.
5. Kachru, U. (2017). *Strategic Management*. (2nd edition). McGraw Hill Education
6. Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy: From Theory to Practice*. California Management Review, 47(3), 105–121. <https://doi.org/10.2307/41166308>
7. Prahalad, C.K., & Hamel, G. (1999). *The Core Competence of the Corporation*. In Elsevier eBooks (pp. 41–59). <https://doi.org/10.1016/b978-0-7506-7088-3.50006-1>
8. Ghemawat, P., & Rivkin, J. W. (2006). *Creating competitive advantage*. (1st edition) Harvard Business School Pub.
9. Clark, T., & Porter, M.W. (1991). *The Competitive Advantage of Nations*. Journal of Marketing, 55(4), 118. <https://doi.org/10.2307/1251962>
10. Ghemawat, P. (1986). *Sustainable Advantage*. (1st edition). Harvard Business Review.
11. Ghemawat, P. (2001). *Distance still matters. The hard reality of global expansion*. PubMed, 79(8), 137–7, 162. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/11550630>

12. Prahalad, C.K., & Hart, S.L. (2010). *The fortune at the bottom of the pyramid*. Revista Eletrônica De Estratégia E Negócios, 1(2), 1. <https://doi.org/10.19177/reen.v1e220081-23>
13. Levitt, T. (1983). *The Globalization of Markets*. Harvard Business Review, 61(3), 92–102. Retrieved from <http://academic.udayton.edu/JohnSparks/tools/readings/globalization%20of%20markets.pdf>

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### DISCIPLINE SPECIFIC CORE COURSE – 17: FINANCIAL INSTITUTIONS AND CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Institutions and Markets (DSC 17)	4	3	1	0	Class XII	None

#### Learning Objectives

- To apprise the learners about identification and understand the structure and functioning of the Indian financial system and major institutions, such as RBI, SEBI, IRDA.
- To provide a conceptual framework of different types of financial markets in India, such as money market, capital market, and foreign exchange market.
- To provide the key concepts and ideas of capital markets in India, including demutualization of stock exchanges, trading of securities, and construction of Indian stock indices.
- To enrich the understanding of learners about the money market and capital market instruments.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Structure of the Indian financial system and describe major reforms, such as payment banks, GST, innovative remittance services, and insolvency and bankruptcy code.
- Compare and contrast various regulatory institutions in India, including their roles and functions.
- Analyse the role of commercial banks, non-banking financial companies (NBFCs), and core banking solution (CBS) in the Indian financial system.
- Evaluate the importance of financial markets in India, including their types, linkages with the economy, and integration with global financial markets.
- Remember the role of money and debt markets in India, including segments, participants, and different types of securities.

## **SYLLABUS OF DSC 17**

### **Unit 1: Indian Financial System and major Institutions**

**(12 hours)**

Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, innovative remittance services, Insolvency and Bankruptcy code. Regulatory Institutions in India: RBI, SEBI, IRDA, PFRDA. Commercial Banking: Role of Banks, NPA, Risk Management in Banks. Universal Banking: need and importance, Core banking solution (CBS), NBFCs and its types; comparison between Banks and NBFCs.

### **Unit 2: Financial Markets in India**

**(9 hours)**

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary Market: Instruments, book building process (numerical). Merchant Bank: role and types, Mutual Fund: types of Mutual Funds and different types of schemes. Corporate Listings: Listing and Delisting of Corporate Stocks, Foreign Exchange Market: Introductory, only Conceptual.

### **Unit 3: Capital Market in India**

**(12 hours)**

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Indian Stock Indices and their construction. Major Instruments traded in stock markets: Equity Shares, Debentures,

Exchange Traded Funds. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins (with numerical), kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, contract note and settlement of contracts, Commodity Markets – Structure.

### **Unit 4: Money Markets & Debt Markets in India**

**(12 hours)**

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Certificate of Deposit and Commercial Paper (with numerical). Debt Market: Introduction and meaning, Primary Market for Corporate Securities in India: Issue of Corporate Securities, Secondary market for government/debt securities (NDS-OM), Auction process (with Numerical), Corporate Bonds vs. Government Bonds. Retail Participation in Money and Debt Market-RBI Retail Direct platform.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Saunders, A., & Cornett, M. M. (2007). *Financial markets and Institutions*. Tata McGraw Hill.
2. Khan, M. Y. *Financial services* (10th ed). McGraw-Hill Education.

### **Suggestive Readings (latest edition of readings to be used)**

1. Madura, J. (2008). *Financial Institutions and markets*, Cengage learning EMEA.
2. Kohn, M. G. (2004). *Financial Institutions and markets*. Oxford University Press.
3. Fabozzi, F. J., Modigliani, Franco, & Capital Markets. (2005). *Institutions and markets*, prentice hall of India, New Delhi (3rd ed)

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC CORE COURSE – 18: OPERATIONS 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		
Operations Management (DSC 18)	4	3	1	0	Class XII	None

### Learning Objectives

- To familiarize learners with the fundamentals of Operations Management and develop awareness about its interface with other managerial functions.
- Enable learners to learn about production processes and associated quantitative techniques instrumental in the management of operations.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the importance of Operations Management to develop organizational competitiveness and processes.
- Appreciate the role of forecasting in the setting up of operations.
- Study about the factors that help to decide about the location and capacity of a production/service facility.
- Analyze the impact of changes in demand, lead time, order quantity on inventory levels
- Develop a forecasting model to cater to the unique requirement of an organization
- Develop an insight about the various options in relation to a production/service layout plan and techniques used therein.

### SYLLABUS OF DSC 18

#### Unit 1: Introduction to Operations Management

**(12 hours)**

Definition, need, key decisions in OM, Operations as key functional area in an organization; Operations Strategies: Definition, relevance and Process of strategy formulation. Lean production: Definition of lean production, Lean demand, Pull logic, waste in operations, 2-card Kanban Production Control system.

## **Unit 2: Forecasting and Inventory Management (12 hours)**

Forecasting: Meaning, Significance and Limitations, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD, Forecasting in relation to services. Inventory: Introduction, Types of Inventories, Costs Associated with Inventory, Selective Inventory control Techniques- ABC, VED, FNSD, XYZ; Inventory Model: Deterministic Models – Finite and Infinite Replenishment, Price Break Quantity Discount Models.

## **Unit 3: Scheduling and Layout Planning (12 hours)**

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), Type of processes- job shop, batch, mass and continuous processes. Scheduling: Operation scheduling, Goals of short-term scheduling, Job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts, Processing n jobs through 3 machines, Processing n jobs through k machines. Layout planning, Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule.

## **Unit 4: Location and Capacity Planning (9 hours)**

Facility Location: Objective, factors that influence location decision, Location evaluation methods – factor rating method, centre of gravity method, Analytical Hierarchical Process. Capacity planning: Definition, input and output measures of capacity; types of capacity planning over time horizon; Decision trees analysis for capacity planning.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Mahadevan, B. (2015). *Operations management: Theory and practice*. Pearson Education India.
2. Jay, H. and Barry, R. (2017). *Operations Management: Sustainability and Supply Chain Management*, 12th ed. Pearson Education India.
3. Jacobs, F.R., Chase, R.B. & Ravi Shankar. (2018). *Operations and Supply Chain Management*, 14th ed. McGraw Hill Education India.
4. Swarup, K., Gupta, P. K. & Manmohan. (2010). *Operations Research*, 19th ed. Sultan Chand & Sons.
5. Kapoor, V.K. (2020). *Operations Research: Quantitative Techniques for Management*, 9th ed. Sultan Chand & Sons.
6. Sharma, J.K. (2017). *Operations Research: Theory and Applications*, 6th ed. Trinity
7. Russell, R. S., & Taylor, B. W. (2019). *Operations and supply chain management*, 10th ed. John Wiley & Sons.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-4)

### DSE 4: INTEGRATED MARKETING 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		
Integrated Marketing Communication (DSE 4)	4	3	1	0	Class XII	Basics of marketing

#### Learning Objectives

- To equip the learners with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program.
- To explore the learners about various tools of IMC and the importance of coordinating them for an effective marketing communications program.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the purpose and importance of IMC and Social and ethical aspects of IMC.
- Develop the creative aspects of advertising and media strategy.
- Analyse the concepts of the choice of different elements of IMC
- Evaluate the effectiveness of the promotional program, Social and Cultural consequences, Economic effects of advertising.

#### SYLLABUS OF DSE 4

##### Unit 1: Introduction to IMC and the Communications Process (9 Hours)

Evolution of IMC and reasons for its growth, promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing Process, Communication Process; Traditional & Alternative Response Hierarchy models. Setting objectives for the IMC Program, Establishing and Allocation of Promotional budget. Social and ethical aspects of IMC.

##### Unit 2: Creative and Media Strategy (12 Hours)

The Creative Process, Inputs to the Creative Process, Advertising Appeals, Media planning and scheduling; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; introduction to broadcast, print, support media; Digital and Social media marketing.

##### Unit 3: Others Tools of IMC (12 Hours)

Evaluating Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal

Selling: Objectives and Types of Direct Marketing, Advantages and Disadvantages of Direct Marketing, Objectives of Interactive Media Marketing, Measures of Effectiveness on Internet, Advantages and Disadvantages of Internet, Growth of Sales Promotions, Types of Sales Promotions: Consumer and Trade Promotions, Process, Advantages and Disadvantages of Public Relations, Publicity: Advantages and Disadvantages, Nature, Advantages and Disadvantages of Personal Selling.

#### **Unit 4: Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects (12 Hour)**

Measuring Effectiveness: Arguments for and against, Advertising Research – What, When, Where & How, Testing Process. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Belch, G. E., Belch, M. A., & Purani, K. (2021). *SIE Advertising and promotion : an integrated marketing communications perspective*, (12th ed). *McGraw-Hill Education*
2. Batra, R., Myers, J.G., & Aaker, D.A. (2002). *Advertising Management*. (5th ed). Prentice Hall India.
3. Moriarty, S., Mitchell, N, Wells, W. D., & Wood, C.(2021). *Advertising & IMC- Principles & Practice*.(11th ed). Prentice Hall.
4. Kazmi, H.H.& Batra, S. K. (2008). *Advertising and Sales Promotion*. (3rd ed). Excel books.

#### **Suggestive Readings (latest edition of readings to be used)**

1. Russel, R., Lane, J., & Thomas. W. (2002). *Kleppner's Advertising Procedure*. (15th ed). Pearson Custom Publishing.
2. Clow, K. E., & Baack, D. (2017). *Integrated Advertising, Promotion and Marketing Communication*. (8th ed). Prentice Hall.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.



## DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-5)

### DSE 5: 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)	4	3	1	0	Class XII	Basics of marketing

#### Learning Objectives

- To attain a comprehensive knowledge on the subject of brands, brand equity and brand management
- Develop understanding of design and implementation of marketing programs to build and manage brand equity.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the process and importance of brand management
- Define the main concepts and explain the purpose of branding
- Develop brand elements and brand associations to build brand equity.
- Design effective branding strategies for products/services.

#### SYLLABUS OF DSE 5

##### Unit 1: Introduction to Brand Management (12 Hours)

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand for a consumer, Role of Brand- Advantages of a Brand, Brand Versus Product, Branding- Meaning, Creation of Brands through goods, services, people, organization, retail stores, places, online, entertainment, ideas. Branding Challenges and Opportunities, Brand Management – Meaning & Definition. Strategic Brand Management Process – Steps in Brand Management Process.

##### Unit 2: Developing Brand Equity (9 Hours)

Customer Based Brand Equity, Brand Equity: Meaning and Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience- Brand Building Implications. Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.



### **Unit 3: Developing Brand Elements**

**(9 Hours)**

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements - Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & jingles, Packaging. Designing Marketing Programs to build Brand Equity: New perspectives on Marketing, Product Strategy, Pricing Strategy and Channel Strategy. Leveraging Secondary Brand Associations to build Brand Equity: Conceptualising the leveraging Concept, Company, Country of Origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsements, Sporting, Cultural and Other Events.

### **Unit 4: Managing Brand Overtime**

**(12 Hours)**

Brand Extension: Meaning, Types, Needs, Advantages & Disadvantages. Consumer – brand relationships Understanding how consumers evaluate brand extensions, evaluating brand extension opportunities. Strategic alliances, brand portfolios, global branding: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, condition and brand repositioning/revitalization.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Keller, K.L., Parameswaran, Ambi M.G., & Jacob, I. (2016). *Strategic Brand Management, Building, Measuring & Managing Brand Equity*. 4th edition. Pearson.
2. Verma, H. V. (2007). *Brand Management: Text and Cases*. 2nd edition. Excel Books India.
3. Kapferer, J.N. *The New Strategic Brand Management –Advanced Insights and Strategic Thinking*. (5th ed.). London: Kogan Page.
4. Sengupta, S. (2004). *Brand Positioning: Strategies for Competitive Advantage*. 2nd edition. McGrawHill Higher Education.

### **Suggestive Readings (latest edition of readings to be used)**

1. Kapferer, J. (2012). *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 5th edition. Kogan Page Publishers

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-6)

### DSE 6: 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 (DSE 6)	4	3	1	0	Class XII	Basics of marketing

#### Learning Objective

- To understand the evolution of sales management and its importance in modern day business.
- To understand the overall sales management process and various theories of selling.
- To understand actual means of distribution and its management
- To understand and analyze the Logistics management

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Differentiate and implement different types of personal selling and selling skills.
- Explain the sales management process and its various stages.
- Design a customer-oriented distribution channel.
- Manage channel member behavior and resolve channel conflict

#### SYLLABUS OF DSE 6

##### Unit 1

**(9 Hours)**

Introduction to Sales Management: Evolution of sales management. Nature, role and importance. Types of personal selling. Types of selling, Selling skills and situations. Modern day sales activity. Emerging trends in sales management. Theories of Selling: AIDAS theory of selling, Right set of circumstances theory of selling, buying formula theory of selling, Behavioral equation theory of selling.

##### Unit 2

**(12 Hours)**

Sales management process (Selling process), Buyer seller dyads, Management of Sales Territory & Sales Quotas: Introduction, Sales territory, size of sales territory, allocation of sales territory, designing of sales territory. Introduction to sales quotas, procedures of setting quotas, types of sales quotas, methods and problems in setting sales quotas, sales control and analysis.

**Unit 3****(12 Hours)**

Distribution Management: Introduction, Distribution channels: why are they required, activities that a typical distribution channel performs, valuation enhancement through the distribution function, distribution channel strategy, distribution channel management. Designing customer-oriented channel, capturing customer requirement, conducting cost analysis, Case study.

**Unit 4****(9 Hours)**

Customer-Oriented Logistics Management – Managing channel member behaviour: Introduction, objectives of logistics, logistics planning, transportation decisions. Channel relationships, channel control, channel power, channel positioning, channel influence strategies, channel conflict, Case study.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Panda, T. K., & Sahadev, S. (2019). *Sales and distribution management*. Oxford University Press.
2. Still, R. R., Cundiff, E. W., Govoni, N. A. P. (2015). *Sales management*. Prentice Hall of India.

**Suggestive Readings (latest edition of readings to be used)**

1. Gupta, S. L. (2018). *Sales and distribution management*. Excel Books.
2. Anderson, W. T. (2011). *Professional sales management*. Tata McGraw-Hill Education.
3. Berman, B. (2012). *Retail management*. Prentice Hall.
4. Dutta, B. (2015). *Sales and distribution management*. I K International Publishing House Pvt. Ltd.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

**DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-10)**
**DSE 10: 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 (DSE 10)	4	3	1	0	Class XII	Basics of Marketing

## **Learning Objectives**

- Identify and understand the various cultural and regional variables (and their degree of impact) and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact.
- Understand the nuances of international marketing related activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.
- Anticipate changes in the operating environment of a business on a global level.
- Read, understand, relate and be able to utilise/implement the ideas of great thinkers and researchers in the field of global business, marketing and management.

## **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Identify the key skills that a (good) business (international) manager should have.
- Articulate factors that promote business and business environments.
- Implement various tools and actions for a beneficial situation within a given operating (business) environment.
- Fundamentals of sustainable (profitable) business growth with focus on international expansion, operating in multiple markets, new business opportunities and market analysis.
- Articulate the various support systems that a business can use and access (governmental interventions and policies; operating market level advantages such as access to capital, quality and quantity of labour available; availability of land; size, purchasing power and buying behaviour of the target market; MNC level advantages; etc.)

## **SYLLABUS OF DSE 10**

### **Unit 1**

**(9 Hours)**

Introduction; Reasons behind international expansion; types of MNCs; Expatriates and Inpatriates; Stages of International Exposure; Global Marketing, Using Social Media tools.

### **Unit 2**

**(12 Hours)**

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Gender biases, Festivals, Buying Behaviour; PESTEL; Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

### **Unit 3**

**(12 Hours)**

Porter's Five Forces Model; Ghemawat's CAGE framework; Globalisation; Demographics and Segmentation; Assessing Market Potential, How markets behave, Selling in specific markets (Developed, Developing, Post-Communist); "Right" Market to enter and "Right" Time to enter; What (mis-selling, outdated products), Where, Why, and How are we selling; Customer needs (of the new/foreign market); Location of manufacturing facilities; Labelling and Packaging (Export and Retail); Selling to and in emerging markets; Concerns and issues

with available market analysis tools.

#### Unit 4

(12 Hours)

Strategic (and global) Alliances; Global level of competition; Product Development; E-Commerce and Changing International Marketing Paradigms; Supply Chain as a source of International Advantages; Managing International Sales (Channels and Logistics); International Advertising and Promotions; Pricing for international markets, Pricing wars (War Chests), Approaches – Full-cost v/s Variable, Skimming v/s Penetration (non-numeric), factors influencing pricing; Implementing a Global Marketing Strategy; Support Mechanisms for Exports and International Trade, Export Infrastructure and Assistance in India, ITPO; International Payment Methods, Finance and Raising Funds, Taxation and Tax Havens, Marine and Cargo Insurance. Managing Risks in International Trade.

#### Essential/recommended Readings (latest editions of readings to be used)

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Joshi, Rakesh Mohan: International Marketing, Oxford University Press.

#### Suggested Readings (latest editions of readings to be used)

1. Keega, Warren J. (2010). *Global Marketing Management*. (15 edition). Prentice Hall India.
2. Muhlbach, Hans. (1999). *International Marketing-A Global Perspective*. (2 edition). Cengage Learning.
3. Varshney & Bhattacharya. (2015). *International Marketing Management*. Sultan Chand & Sons.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-11)

#### DSE 11: 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		
Supply Chain Management (DSE 11)	4	3	1	0	Class XII	Basics of Marketing

#### Learning Objectives

- Explain the primary differences between logistics and supply chain management.
- Describe the key processes involved in supply chain management and their

interrelationships within individual companies and across the supply chain.

- Evaluate the management components of supply chain management, including procurement, production, transportation, and warehousing.
- Identify and analyze the tools and techniques useful in implementing supply chain management, such as demand forecasting, inventory management, and supplier relationship management.

### **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Define supply chain management and its key activities.
- Define the competitive and supply chain strategies.
- Explain the role of supply chain in business operations and how to deal with challenges in it.
- Assess the effectiveness of different strategies for addressing supply chain challenges.
- Analyse the factors that influence supply chain performance.
- Develop a plan to integrate different components of supply chain.

### **SYLLABUS OF DSE 11**

#### **Unit 1: Introduction to Supply Chain Management. (9 Hours)**

Basic concept, Transportations, Inventory, Warehousing, Managing logistics, Challenges in supply chain management, Trends in supply chain management, Impact of business environment on supply chain management.

#### **Unit 2: Supply Chain Strategies (12 Hours)**

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit.

#### **Unit 3: Supply Chain Integration (12 Hours)**

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain (CPFR Model), SCORE Model, Quality Control, Managing inventory in SC environment: Transportation in SC environment.

#### **Unit 4: Strategic Alliances (12 Hours)**

Strategic Alliances, Third party and fourth party logistics, Reverse Logistics, Retailer- Supplier partnerships (RSP), Contract Sharing, Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Ballou, R. H., & Srivastava, S. K. (2007). *Business Logistics/supply Chain Management: Planning, Organizing, and Controlling the Supply Chain*. Pearson Education India.
2. Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*.
3. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R.(2008). *Designing and Managing the Supply Chain*. Tata McGraw Hill, New Delhi.

4. Sahay, B.S. (2006), *International Journal of Physical Distribution & Logistics Management*, Vol. 36 No. 9.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-12)

### DSE 12: PRODUCT 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		
Product Management (DSE 12)	4	3	1	0	Class XII	Basics of marketing

#### Learning Objectives

- Develop competencies required for managing products.
- Understanding of methods and iterative processes to build and deliver superior value to target users.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understanding marketing orientation of a firm, category environmental analysis, global factors affecting product management.
- Analyze the financial, competitive, and growth prospects for a sector.
- Gather and utilize customer insights to develop a thorough product strategy.
- Develop skills to lead product teams and inspire stakeholders.

#### SYLLABUS OF DSE 12

##### Unit 1: Introduction to Product Management (12 Hours)

Marketing organization - Product focused, Market focused, functionally focused; Global factors affecting product management and adapting marketing organizations. The Marketing planning process -Steps and components. Defining the competitive set, levels of market competition – form, category, generic, budget; Methods for determining competition. Category environmental analysis – Porter's five forces and PESTEL.

##### Unit 2: Competitor Analysis, Customer Analysis and Sales Forecasting (12 Hours)

Competitor Analysis – Various sources of information, creating a product features mix, assessing competitor's objectives and strategies, Competitor marketing strategy and differential advantage analysis; Customer analysis – understanding customers and segmentation analysis; Market Potential and Sales Forecasting – Overview, Methods of Estimating Market and Sales Potential,

Sales forecasting methods - Level of Accuracy Needed, Judgment-Based Methods, Customer-Based Methods, Sales Extrapolation Methods, Model Based Methods: Using Regression Models for Forecasting, Developing Regression Models.

**Unit 3: Product Strategy, Positioning, and Pricing (12 Hours)**

Developing the Product Strategy – Overview, elements, objectives and selection of product alternatives, Positioning – process and product core benefit recognition and communication; Adapting product strategy over the PLC; New Products; Pricing – Role of Marketing Strategy in Pricing, psychological aspects of pricing, Factors affecting price, Pricing tactics.

**Unit 4: Integrated Marketing Communication and Marketing Metrics (9 Hours)**

Integrated marketing communication – Objectives, budgets and evaluation; Channel Management – selection, types and monitoring; Marketing Metrics – Overview, Framework for Marketing Metrics, Measurement – Customer-Based Metrics, Product-Market Metrics, Financial Metrics, Marketing Mix Metric.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Lehmann, D. R., Winer, R.S. Product Management. McGraw Hill Irwin.

**Suggestive Readings (latest edition of readings to be used)**

1. LeMay, M. Product management in practice: a real-world guide to the key connective role of the 21st century. O'Reilly Media, Inc.
2. Kotler, P. & Keller, K. L. Marketing Management, Pearson.
3. Kotler P, Armstrong G., Agnihotri P.Y & Ul Haq, E. Principles of Marketing - A South Asian Perspective, Pearson.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.



## DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-2)

### DSE 2: RECRUITMENT AND SELECTION 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		
Recruitment and Selection Management (DSE 2)	4	3	1	0	Class XII	Basics of Management

#### Learning Objectives

- To equip the learners with knowledge of the role of HR in workforce planning and assessment, sources of recruitment and selection process.
- To familiarize learners with topics like the development of a qualified pool of candidates, contemporary trends, international recruitment and selection.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the theory, practice, principles and concepts of work, role of HR in workforce planning and assessment, sources and factors affecting recruitment.
- Understand the selection process, different types of tests in selection, types of interviews, biases in selection and negotiations during job offer.
- Analyse the fundamentals of international recruitment.
- Evaluate the contemporary issues in recruitment and selection like legal compliance and ethical considerations, e-recruitment and e-selection.

### SYLLABUS OF DSE 2

#### Unit 1: Introduction to Recruitment

(12 hours)

Work: Meaning, Evolution of Work Structure, Organizing and Logistics, Strategic Job Redesign, Role of HR in workforce planning and assessment, Recruitment: Concept, internal & external sources with benefits and limitations, Factors affecting recruitment, Designing external job posting.

#### Unit 2: Introduction to Selection

(12 Hours)

Selection process, Types of tests in selection, concept of reliability and validity in selection tests  
Types of Interviews, Biases in selection of employees, Negotiations during Job Offer.

#### Unit 3: International approach to Recruitment and Selection

(12 Hours)

International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques;

Successful expatriation, Causes of expatriate failure, female expatriation, Compensation of Expatriates.

#### Unit 4: Contemporary, Legal and Ethical Issues (9 Hours)

Contemporary issues in Recruitment and Selection, Legal Compliance and Ethical Considerations, Retention Strategies, E-recruitment and E-selection

#### Essential/recommended Readings (latest edition of readings to be used)

1. O'Meara, B., & Petzall, S. (2013). *Handbook of Strategic Recruitment and Selection: A Systems Approach*. Emerald Group Publishing.
2. Picardi, C. A. (2019). *Recruitment and Selection: Strategies for Workforce Planning & Assessment*. Sage Publications.
3. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
4. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management*. Cengage Learning.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-3)

#### DSE 3: WORKFORCE DIVERSITY

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Workforce Diversity (DSE 3)	4	3	1	0	Class X11	Basics of Organisational Behaviour

#### Learning Objective

- To explore the concepts of workforce diversity and to enable learners to recognise its critical issues.
- To familiarize learners with strategies to manage diversity, relation between workforce diversity and human resource management.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the core concepts of workforce diversity and its significance.
- Understand how to develop strategies to manage diversity through training and mentoring and other programs.

- Analyze the fundamentals of global workforce diversity and ethical and legal issues in managing diversity.
- Evaluate the relationship between workforce diversity and various functions of human resource management.

### **SYLLABUS OF DSE 3**

#### **Unit 1: Introduction of Workforce Diversity (12 hours)**

Workforce diversity – Meaning, features, significance; Workforce diversity potential pros & cons, Managing Diversity, Reverse Discrimination, Raising cross cultural consciousness.

#### **Unit 2: Strategies to Manage Diversity (9 hours)**

Workplace Inclusion, Diversity through training and mentoring, Role of technology in Diversity, Diversity management programs, Leadership's role in leveraging diversity.

#### **Unit 3: Global Workforce Diversity (12 hours)**

Diversity and Multiculturalism, Leveraging diversity in global virtual teams, Developing global leaders: Utilising the intercultural effectiveness competencies model; Ethical and legal issues in managing diversity.

#### **Unit 4: Workforce Diversity and HRM Functions (12 hours)**

Recruitment and retaining diverse workforce, Diversity and performance management, Diversity and Work-life balance, Workforce diversity as a determinant of sustainable competitive advantage.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Dessler, G. (2013). *Fundamentals of Human Resource Management*. Pearson.
2. Scott, C. L., & Byrd, M. Y. (2012). *Handbook of Research on Workforce Diversity in a Global Society: Technologies and Concepts*. Business Science Reference/IGI Global.
3. Kossek, E. E., & Lobel, A. (1996). *Managing diversity*. Cambridge, Massachusetts: Blackwell Publishers.
4. Kossek, E. E., Lobel, S. A., & Brown, J. (2006). *Human resource strategies to manage workforce diversity*. *Handbook of workplace diversity*, 53-74.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-4)

### DSE 4: NEGOTIATIONS

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Negotiations (DSE 4)	4	3	1	0	Class X11	Basics of Organisational Behaviour

#### Learning Objective

- To provide insight into how to negotiate effectively by applying appropriate strategies and tactics to different negotiation situations.
- To facilitate the understanding of the numerous dynamics involved in the process of negotiation.

#### Learning Outcomes:

On successful completion of the course the learner will be able to:

- Understand the nature, process, types and tactics of negotiation.
- Understand and practice the communication skills and persuasion tactics necessary for effective negotiation, finding and using power in negotiation.
- Apply negotiation strategies to achieve goals without jeopardizing relationships.
- Apply negotiation concepts to build competence in handling multiparty negotiation, third-party negotiation and resolving impasse in negotiations.

### SYLLABUS OF DSE 4

#### Unit 1: Negotiation Meaning and Styles

**(12 Hours)**

Introduction; Nature and Scope; Foundations of Negotiation: Conflict and Its Management, Conflict Management through Negotiation, Fundamentals of Negotiation Preparations for Negotiation; Negotiation Process and Planning: Four Stages of Negotiation, PRAM Model of Negotiation, Key Steps in Planning for Negotiation; Distributive Negotiation: Bargaining situation, Positions Taken during Negotiation, Closing the Deal, Integrative Negotiation: Overview, Process, Factors for Successful Integrative Negotiation; Negotiation Tactics and Counter Tactics.

#### Unit 2: Negotiation Styles and Skills

**(12 Hours)**

Negotiation Styles: Meaning, Types, Developing Effective Negotiating Style; Communication in Negotiation: Defining Communication, Kinesthetic Communication, Decoding Communication for Negotiation; Persuasion in Negotiations: Theory and Tactics; Perception and Cognition: Perceptual Distortion, Cognitive Biases in Negotiation, Managing misperception and cognitive

biases in negotiation; Finding and Using Power in Negotiation: Importance, Definition, Sources of Power; Negotiation Ethics.

### **Unit 3: Relationships in Negotiation (12 Hours)**

Challenges, Role of Trust, Reputation and Justice in managing Negotiation within Relationships; Repairing a Relationship; Influence of Culture and Gender on Negotiations: Meaning of Culture, Norms and Values, Negotiation Issues Sensitive to Culture, Culturally Responsive Negotiation Strategies; Gender Differences in Negotiation; Negotiation Via Information Technology: Place – Time Model of Social Interaction, Effects on Social Behavior, Strategies for enhancing Technology– Mediated Negotiations.

### **Unit 4: Multiple Parties, Groups and Teams in Negotiation (9 Hours)**

Analysing Multiparty Negotiation, Coalitions, Principal-Agent Negotiations, Constituent Relationships, Team Negotiation, Intergroup Negotiation; Third-party Negotiation: Conciliation, Mediation, Arbitration, Collective Bargaining, Qualities of a Mediator; Resolving Impasse in Negotiations: Barriers in Negotiation, Causes and Sources of Impasses, Overcoming Barriers, Overcoming Impasses, Alternative Dispute Resolution (ADR).

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Lewicki, R. J., Barry, B., & Saunders, D. M. (2016). *Essentials of negotiation*. New York: McGraw-Hill Education.
2. Rai, H. (2018). *Negotiation*. McGraw Hill Education.
3. Thompson, L. L. (2012). *The mind and heart of the negotiator*. Pearson.
4. Korobkin, R. (2014). *Negotiation Theory and Strategy*, Aspen Publishing.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## **DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-9)**

### **DSE 9: 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 (DSE 9)	4	3	1	0	Class X11	Basics of Human Resource Management

#### **Learning Objectives**

- To explore the concepts and techniques of the essential elements of International HRM and to enable the learners to recognise its critical issues.

- To analyze HRM concerns in the cross-cultural scenario.

### **Learning Outcomes:**

On successful completion of the course the learner will be able to:

- Understand the impact of culture on Human Resource Management, how HRM differs across cultures and comprehend issues and challenges pertaining to International HRM.
- Understand how International HR managers can develop competencies in dealing with cross-cultural issues.
- Analyse the fundamentals of International HRM planning and staffing.
- Analyse the key elements of International HR performance appraisal and selection.
- Evaluate the functional role of HRM in International HR training and development and industrial relations.

## **SYLLABUS DSE 9**

### **Unit 1: Cultural issues in International HRM**

**(9 Hours)**

Introduction to concepts of Culture and Nationality; Impact of culture on International Business Environment; Hofstede's approach; cross cultural differences at work; strategies to managing workforce diversity; Diversity management programme; International Human Resource Management: Difference between domestic and international HRM.

### **Unit 2: International HRM Planning and Staffing**

**(12 Hours)**

**Hours)**

International Workforce planning and staffing: Issues in supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

### **Unit 3: International HR Performance Appraisal and Selection**

**(12 Hours)**

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

### **Unit 4: International HR Training and Development and Industrial Relations (12 Hours)**

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNCs, Employee relations in MNCs, Response of labour unions to MNCs.

### **Essential/recommended Reading (latest edition of readings to be used)**

1. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
2. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource*

*Management*. Cengage Learning.

3. Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
4. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
5. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

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## DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-10)

### DSE 10: COMPENSATION 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		
Compensation Management (DSE 10)	4	3	1	0	Class X11	NO

#### Learning Objectives

- To familiarize learners about concepts of compensation management
- To use these concepts in attracting, retaining and motivating employees for higher performance.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.
- Understand incentive systems and non-economic rewards.
- Understand International aspects of Compensation
- Evaluate the implications of components of compensation on performance of the employees.

#### SYLLABUS DSE 10

##### Unit 1

(12 hours)

Conceptual dimensions of Wage, Compensation, and Rewards; Labour Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques, Forms of Pay, Pay models, surveying market pay and compensation practices, designing the survey, sources of third party data, Job pricing, Determining the pay structure, determining rates

of pay; Individual and Group Incentive, team-based pay: kinds of teams, skills, knowledge and competency based pay, sales incentive plans: salary plus commission, special sales incentives plan.

## **Unit 2 (12 hours)**

Company Wage Policy: Wage Components, Wage Determination, Pay Grades, Wage Surveys, Modern trends in compensation - from wage and salary to cost to company concept. Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

## **Unit 3 (12 hours)**

Benefits and Services: Benefit Administration, Employee Benefits and Employee Services, Funding Benefits through VEBA, Costing benefits, Flexible Compensation Benefits/Benefits plan, Pay Delivery Administration: Budget process, administration of pay, other administrative issues, due process, statutory benefits including occupational health care, employee welfare and retirement benefits; executive compensation: executive golden parachutes, International compensation managing variations, Expatriate Pay.

## **Unit 4 (9 hours)**

Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment advisory, Tax planning, Insurance, Wellness, Short and long term incentives: premium and differentials, qualified deferred compensation arrangements: social security, pension plans, profit sharing, Employee Recognition and Motivation.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Malkovich & Newman, *Compensation*. McGraw Hill. (12 ed.)
2. Dessler G., *Human Resource Management*. Prentice Hall.(12 ed.)
3. Henderson R., *Compensation Management in a Knowledge Based World*. Prentice Hall. (10 ed.)
4. Bergman T., *Compensation Decision Making*, Thompson Learning
5. Chhabra T. & Rastogi S. *Compensation Management*. Sun India Publications

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.



**DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-11)****DSE 11: HRD SYSTEMS AND STRATEGIES****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
HRD : Systems and Strategies (DSE 11)	4	3	1	0	Class X11	Basics of Human Resource Management

**Learning Objectives**

- To equip learners with knowledge of HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.
- To familiarize learners with topics like the HRD process, various approaches to HRD and career management and development.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the relationship between HRM and HRD, areas of training, education and development.
- Develop an understanding of the HRD interventions and HRD diversity management.
- Apply the various approaches for motivation in HRD.
- Analyse the high work performance work system, balanced score cards and integrating HRD with technology.

**SYLLABUS OF DSE 11****Unit 1: Human Resource Development (HRD)****(12 hours)**

Concept; Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development.

**Unit 2: HRD Process****(12 hours)**

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs; HRD interventions: Integrated Human Resource Development systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

**Unit 3: Approaches to HRD****(12 hours)**

Leadership development; Action learning; Assessment Centers; Motivation approaches for HRD; Industrial relations and HRD: role of Trade Unions.

**Unit 4: Career Management and Development****(9 hours)**

Coaching and mentoring; Employee coaching, mentoring and counselling; Competency mapping;

High Performance Work Systems; Balanced Scorecard; Integrating HRD with technology.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Udai,P. & Rao T.V, (2015). *Designing and Managing Human Resource System*, (3rd ed) Oxford IBH.
2. Rao T.V & Nair M.R.R, *Excellence through Human Resource Management*, Tata McGraw.
3. Leonard,N.,*Corporate Human Resource Development*, Van Nostrand Reinhold/ASTD New York.
4. Werner,M.J.,& Desimone,L.R (2011). *Human Resource Development*, (6th ed) Oxford IBH Pub.
5. Swanson,A.R.,& Holton,F.E.,(2009) *Human Resource Development*, (2nd ed) Berrett Koehler Pub.
6. Thomas,G., Guire,D.& Dooley,M,L. (2011). *Fundamentals of Human Resource Development*, Sage Pub.
7. Mankin, D, (2009). *Human resource development*, Oxford University Press India.
8. Halдар, U. K, (2009). *Human resource development*, Oxford University Press India.

**Note: Latest edition of the readings may be used.**

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**DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-12)****DSE 12: ORGANISATIONAL CHANGE 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		
Organisational Change and Development (DSE 12)	4	3	1	0	Class XII	Basics of Organizational Behaviour and Human Resource Management

**Learning Objectives**

- To familiarize the learners with fundamentals of organisational change and change processes.
- To acquaint learners with concepts of organisational development and various

interventions for an effective organisational development process.

### **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Understand the Management of Organizational Change, types of change, resistance to change, various models of change.
- Apply the concept of OD, relevance of OD for managers.
- Analyse the process of OD and comprehensive OD interventions.
- Evaluate the types and methods of evaluating OD intervention, emerging trends in OD.

### **SYLLABUS OF DSE 12**

#### **Unit 1: Change Process and Models**

**(12 hours)**

Overview of Organisational Change, Strategies for change Types of Changes: internal and external, Model of Change Levin's change model, Action research model, Positive model, Systems model, Action Research as a Process, Resistance to Change, Overcoming resistance to change.

#### **Unit 2: Organisational Development**

**(12 hours)**

Organisational Development (OD): Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for managers, Assumptions of OD.

#### **Unit 3: Process of OD and OD Interventions**

**(15 hours)**

Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third-party peacemaking interventions, Comprehensive OD interventions, Structural Interventions.

#### **Unit 4: Evaluating OD Interventions**

**(6 hours)**

Evaluation, Types of Evaluation, Methods of Evaluating Interventions. Future of OD: Organisational Development and Globalization, Emerging Trends in OD.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. French, W.L., Bell, C.H. & Vohra V, (2017) *Organization Development: Behavioral Science Interventions for Organization Improvement*, (Revised 6th Ed). Pearson.
2. Hackman, J.R. & Suttle, J.L., (1977) *Improving Life at Work: Behavioural science approach to organisational change*, Goodyear, California.
3. Harvey, D.F. & Brown, D.R. (2006) *An experimental approach to Organization Development*, (7<sup>th</sup> Ed). Prentice-Hall, Englewood Cliffs, N.J.
4. Anderson, D.L., (2011). *Organizational Development: The process of leading organizational change*, (4<sup>th</sup> Ed), Sage Publications.
5. Rothwell, W. J., Stavros, J.M. & Sullivan R.L. (2015). *Practicing Organization Development: Leading Transformation and Change*. (4th Ed). Wiley

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### DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-4)

#### DSE 4: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

##### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Mergers Acquisitions and Corporate Restructuring (DSE 4)	4	3	1	0	1 <sup>st</sup> year Undergraduate	Basics of Accounting and Analysis

#### Learning Objectives

- This course is designed to provide an understanding of the corporate restructuring, mergers and acquisitions with the basic methods of valuation, methods of payment and financing options at global level.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the concept and importance of corporate restructuring for growth.
- Recognize opportunities for creating value through Mergers and Acquisitions.
- Illustrate and apply methods used in the valuation of a firm for M&A analysis.
- Understand the legal and regulatory framework for Mergers and Acquisitions.

#### SYLLABUS OF DSE 4

##### Unit I: Corporate Restructuring – An Overview

(11 Hours)

Concept and importance of corporate restructuring, various forms of restructuring: joint ventures (types), Strategic alliance (types), Merger (types), Acquisition (types), Consolidation, Divestiture, Demerger (Spin-off, Split-up, Split-off), Equity carve-out, Management buyout, Leveraged buyout, Buyback of securities, ESOP.

##### Unit II: Merger & Acquisition

(12 Hour)

Motives behind M&A, theories of M&A, process of M&A. Fast track merger. Cross border M&A concept, benefits & difficulties. Due diligence process. Methods of payment and financing options in M&A. Takeover defense tactics. Reasons for failure of M&A.

##### Unit III: Deal Valuation and Evaluation

(11 Hour)

Methods of valuation; cash flow approaches, economic value added (EVA) (with numerical), sensitivity analysis (with numerical), Valuation for slump sale, valuation of synergy (with numerical), cost-benefit analysis and swap ratio determination (with numerical).

#### Unit IV: Legal and Regulatory Framework of M&A

(11 Hour)

Provisions of Companies Act 2013, SEBI Takeover Code 2011, Provisions of Competition Act 2002.

#### Essential/recommended Readings (latest edition of the readings to be used)

1. Weston, F., Chung, Kwang S. and Siu, Jon A. (1998): *Takeovers, Restructuring and Corporate Governance*. Pearson Education.
2. Gupta, M. (2010). *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing.
3. Sundarsanam. (2006). *Creating Value from Mergers and Acquisitions* (1st edition). Pearson Education.
4. Ramanujan. S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*. McGraw Hill.
5. Narayankar, R. (2013). *Merger and Acquisitions Corporate Restructuring, Strategy and Practices* (2nd edition). International Book House Pvt. Ltd.

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### DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-5)

#### DSE 5: INVESTMENT BANKING AND FINANCIAL SERVICES

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Investment Banking and Financial Services (DSE 5)	4	3	1	0	Class XII	Basics of Accounting and Finance

#### Learning Objectives

- To understand the different aspects of Investment banking and financial services.
- To acquaint the learners about Issue Management of stocks in primary market and role of secondary market and its process
- To Understand the concept of Leasing, Hire Purchase, Factoring and Forfaiting, Insurance, Credit Rating, Securitization and Venture Capital Financing, Mergers and acquisition
- To know the guidelines of regulatory bodies like IRDA, SEBI on issue management and insurance.

## Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the importance and relevance of Investment Bankers in any Financial System.
- Evaluate the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- Remember and use the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.
- Apply the role and functions of Investment bankers present under the legal framework of SEBI.

## SYLLABUS OF DSE 5

### Unit I: Introduction to Investment Banking

(11 Hours)

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.

### Unit II: Issue Management

(11 Hours)

Issue Management: Public Issue, classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process; Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

### Unit III: Financial Services 1

(12 Hours)

Leasing: Concepts of leasing, types of leasing, financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems from Lessee's angle. Hire Purchase: Interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, numerical problems on of Hire purchase for decision making. Factoring and Forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, floating vs. fixed rate.

### Unit IV: Financial Services 2

(11 Hours)

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India. Credit Rating Agencies: Role and Mechanism, Private Equity. Mergers and Acquisitions – Introduction of mergers and acquisitions, benefits of mergers, Role of Investment bankers in merger, procedure and theories of mergers, acquisitions and takeovers in India, anti-takeover strategies.

## Essential/recommended Readings (latest edition of readings to be used)

1. Khan, M. Y. (2013). *Financial services* (7th ed). McGraw-Hill Education.

2. Machiraju, H. R. (2002). *Indian financial system*. Vikas Publication House.

**Suggestive Readings (latest edition of readings to be used)**

1. Verma, J. C. (1996). *Bharat's manual of merchant banking: Concept, practices and procedures with SEBI clarifications*. Bharat Law House.
2. Sriram, K. *Hand book of leasing, hire purchase and factoring*. ICFAI.

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**DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-6)**

**DSE 6: EARNINGS 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		
Earnings Management (DSE 6)	4	3	1	0	Class XII	Basics of Accounting

**Learning Objectives**

To equip the learners with the analytical skills, and competencies to address earnings management issues in organisations.

To acquaint the learners with the core concepts of accounting analytics and via hands-on exercises, build skills and competencies around the management, analysis and representation of data.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Remember the analysis of a company to identify the sources of its competitive advantage (or red flags of potential trouble), and then use that information to forecast its future financial statements.
- Understand the process of earnings management and get a more accurate picture of earnings, so that they can catch the culprits of manipulated financial reporting.
- Apply the knowledge of a very strong tool that will help to red flag the financial statements that may have been manipulated by the managers.
- Understand and Analyze Non-Financial Metrics to set performance targets for optimal financial performance.

**SYLLABUS OF DSE 6**

**Unit I: Ratios and Forecasting**

**(11 Hours)**

Review financial statements and sources of financial statement information. The company's strategy and business model. Ratio analysis – short term solvency ratios, long term solvency ratios, turnover ratios and profitability ratios (Historical ratio analysis of real companies using Excel). Du-Pont analysis. How to use all the ratios, to forecast future financial statements? Accounting based valuation.

## **Unit II: Earnings Management (12 Hours)**

Overview of earnings management: Means, motive, opportunity, how managers actually make their earnings look better, their incentives for manipulating earnings, and how they get away with it. Revenue recognition red flags: revenue before cash collection. Revenue recognition red flags: revenue after cash collection. Expense recognition red flags: capitalizing vs. expensing. Expense recognition red flags: Reserve Accounts and write-offs.

## **Unit III: Big Data and Prediction Models (11 Hours)**

Overview: Big Data and Prediction Models. Discretionary Accruals Models: Model the Non-Cash portion of Earnings or Accruals. Discretionary expenditure Models: Model the Cash Portion of Earnings. Fraud Prediction Models and Benford's Law.

## **Unit IV: Non-Financial Metrics and Financial Performance (11 Hours)**

Introduction: Connecting numbers to non-financial performance measures. Linking non-financial metrics to financial performance: Overview and steps. Targets setting, incorporation of analysis results in financial models and how to use analytics to choose action plans.

### **Essential/recommended Readings (latest edition of readings will be used)**

1. Diri, M.E. (2017). *Introduction to Earnings Management*. Springer.
2. Richardson, V.J., Teeter, R.A., Terrel, K.L. and Mohapatra, P.S. (2020). *Data Analytics for Accounting*. 2nd Edition, McGraw Hill..
3. Prince, J.T. and Bose, A. (2020). *Predictive Analytics for Business Strategy – Reasoning from Data to Actionable Knowledge*. 1st Ed., McGraw Hill

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## **DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-9)**

### **DSE 9: BUSINESS ANALYSIS AND VALUATION**

#### **Credit distribution, Eligibility and Pre-requisites of 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 Analysis and Valuation (DSE 9)	4	3	1	0	Class XII	Basic knowledge of accounting and Finance



## **Learning Objectives**

- This Paper will enable the learners to analyze the health of a company through their annual reports, through management quality analysis, and will equip them to understand what an asset is worth and what determines that value.
- Learners will understand the issues and challenges faced during the valuation of assets especially in conditions of uncertainties.

## **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Remember the various elements of the Income statement and Balance sheet.
- Understand the importance and relevance of the Annual Report of a Company.
- Apply both qualitative (beyond balance sheet) and quantitative information available in the annual reports for determining the financial health of the company, Banks and NBFC.
- Analyze the various methods of Equity and Firm valuations both in certain and risky conditions.
- Evaluate the practical application of different valuation models in valuing equity and firm through modelling of these methods using excel.

## **SYLLABUS DSE 9**

### **Unit 1: Analysis of Corporate Financial Statements**

**(11 Hours)**

Income statements and Balance sheets analysis through Ratio, Du-Pont analysis. How to read the Annual report of a company to evaluate the financial soundness of the company? Financial statements analysis of manufacturing, service sector (Using Excel). Beyond Balance Sheet Analysis: What does the company do? Who are its promoters? What are their backgrounds? What do they manufacture (in case of service company which services they offer)? Who are the company's clients or end- users? Who are their competitors? Who are the major shareholders of the company? Do they plan to launch any new products/service? Do they plan to expand to different countries? What is the revenue mix? Which product sells the most? Do they operate under a heavy regulatory environment?

### **Unit 2: Introduction and Approaches of Valuation**

**(11 Hours)**

Introduction to Valuation: Philosophical Basis for Valuation, Generalities about Valuation, Role of Valuation. Approaches to Valuation: Discounted Cash Flow Valuation – basis for DCF, categorization of DCF models, Applicability and Limitations of DCF models. Relative Valuation – basis for approach, categorization of relative valuation models, applicability and limitations of multiples.

### **Unit 3: Dividend Discount Model and Discounted Cash Flow Valuations (12 Hours)**

Estimating Discount Rates – Cost of Equity and Cost of Capital. Betas: Historical Market Betas, Fundamental Betas, Bottom-Up Betas, Accounting Betas, Unlevered Beta and Levered Beta. Dividend Discount Models (DDM): Two-Stage and Three Stage Dividend Discount Model.

Issues in using the Dividend Discount Model. Free Cash Flow to Equity (FCFE) Discount Models: Free Cash Flows to Equity, FCFE Valuation Models – Constant Growth, Two Stage FCFE Model. FCFE Valuation Vs. Dividend Discount Model Valuation. Firm Valuation: Free Cash Flow to the Firm (FCFF), Firm Valuation Approaches: The Cost of Capital Approach, The Adjusted Present Value (APV) Approach, Cost of Capital Vs. APV Valuation. Applied Valuation of a Company using Excel.

#### **Unit 4: Relative Valuation and Multiples**

**(11 Hours)**

Relative Valuation: Concept, Reasons for popularity and potential pitfalls. Standardized Values and Multiples (brief overview) – Earnings Multiples, Book Value Multiples, Revenue Multiples, and Sector-specific Multiples. Basic Steps to using Multiples. Select Multiples – Price-Earnings (PE) Ratio, PEG Ratio, Price to Book Ratio, Enterprise Value to EBITDA Multiple, Enterprise Value/Sales, Enterprise Value/Book Value, Tobin's Q. Reconciling Relative and Discounted Cash Flow Valuation.

#### **Essential/recommended Readings (Latest editions of readings to be used)**

1. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd.
2. Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. Damodaran, Investment Valuation, Tools and Techniques for determining the value of any asset, 3rd Edition, Wiley India Pvt. Ltd.

#### **Suggestive Readings (latest edition of readings to be used)**

1. K. G., CA, & Sehrawat, N. K (2018). Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd,
2. Damodaran, Corporate Finance (2000) – Theory and Practical, 2nd Edition, Wiley India Pvt. Ltd.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### **DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-10)**

#### **DSE 10: ADVANCE DERIVATIVES**

#### **Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Advance Derivatives (DSE 10)	4	3	1	0	Class XII	Basics of options, swaps, interest rates and cryptocurrencies

#### **Learning Objectives**

The course will help the learner to:

- Learn how to calculate and apply different options Greeks (delta, gamma, rho, theta, and Vega) for stocks and currencies, and how to use Delta and Gamma hedging techniques.
- Understand the concept of swaps, interest rate futures, and credit default swaps, their valuation, and their use in managing risk.
- Get acquainted with exotic options and their various types, such as gap options, barrier options, and Asian options, among others.
- Explore cryptocurrencies, including Bitcoin, Ethereum, EOS, Litecoin, and Ripple, and their futures and options contract specifications, as well as SWAP contracts.
- Gain knowledge of cryptography and its role in cryptocurrencies, and learn how to calculate and apply BTC and ETH options.

### **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Analyze and evaluate the risk characteristics of various financial instruments, including stock options, currency options, swaps, interest rate futures, and exotic options.
- Apply knowledge of Greeks (delta, gamma, rho, theta, and Vega) to make informed decisions on option pricing, hedging, and portfolio management.
- Create and implement strategies for delta hedging, gamma hedging, and making a portfolio delta/gamma neutral.
- Evaluate the value and risk of nonstandard American options, gap options, forward start options, cliquet options, compound options, chooser options, barrier options, binary options, lookback options, shout options, Asian options, options to exchange one asset for another, and basket options.
- Analyze and evaluate the risks and benefits of investing in cryptocurrencies, including Bitcoin, Ethereum, EOS, Litecoin, Bitcoin Cash, and Ripple, and apply knowledge of crypto futures and options to make informed decisions.

## **SYLLABUS OF DSE 10**

### **Unit 1: Greeks**

**(11 Hours)**

Calculation of delta, gamma, rho, theta and Vega for stock options (with and without dividend) and currency options. Relationship and comparison among stock Greeks. Delta Hedging, Gamma Hedging. Making a portfolio Delta Neutral, Gamma Neutral, Delta positive Gamma Neutral and Delta positive Gamma Neutral.

### **Unit 2: Swaps & Interest Rate Futures**

**(11 Hours)**

Introduction to Swaps, Interest rate swaps, currency swaps, cross-currency swaps. Understanding Credit default swaps (CDS), Valuation of CDS. CDS: Forwards and Options. Interest rate Futures, Interest rate cap and floor, FRA.

### **Unit 3: Exotic Options**

**(11 Hours)**

Nonstandard American options, Gap options, Forward start options, Cliquet options, Compound options, Chooser options, Barrier options, Binary options, Lookback options, Shout options, Asian options, Options to exchange one asset for another, Basket options.

**Unit 4: Cryptocurrencies****(12 Hours)**

Introduction to cryptography & crypto currencies. Introduction of Bitcoin (BTC), Ethereum coin (ETH), Electro-Optical System coin (EOS), Litecoin (LTC), Bitcoin Cash (BCH), Ripple (XRP). Futures Contract Specification: BTC, ETH, EOS, LTC, BCH, XRP. Understanding of these coins with USDT. SWAP contract of BTC & ETH. Introduction and calculation of BTC & ETH options.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Hull, J. C. (2018). Options, futures, and other derivatives. Pearson Education Limited.
2. Fabozzi, F. J. (Ed.). (2016). Handbook of finance, financial markets and instruments. John Wiley & Sons.
3. Haferkorn, M., Zimmermann, K. F., & Grothe, O. (2018). Value drivers of cryptocurrency: Evidence from bitcoin. Economics Letters, 163, 6-8.
4. Wystup, U. (2016). FX options and structured products. John Wiley & Sons.

**Suggestive Readings (latest edition of readings to be used)**

1. Cryptocurrency Prices | Cryptocurrency List | Market Cap | OKX
2. Buy/Sell Bitcoin, Ether and Altcoins | Cryptocurrency Exchange | Binance
3. Bitcoin and Cryptocurrency Exchange | Huobi Global
4. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
5. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K.
6. Financial Derivatives – An introduction to futures, forwards, options, swaps. Prentice Hall of India
7. McDonald, Derivatives Markets, (latest ed.), Pearson.
8. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
9. Chance, 2003, Analysis of Derivatives for the CFA Program.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

**DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-11)**
**DSE 11: FINANCIAL ECONOMETRICS**
**Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		

<b>Financial Econometrics DSE-11</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Class XII</b>	<b>Basic knowledge of statistics</b>
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### Learning Objectives

- Understand the statistical properties of financial returns, including their distribution, time dependency, and linear dependency across asset returns.
- Develop knowledge of univariate time series analysis, including the Lag operator, ARMA processes, and the Box-Jenkins approach.
- Gain proficiency in modeling volatility using conditional heteroscedastic models, such as ARCH and GARCH models, and forecasting with GARCH models.
- Learn multivariate GARCH models, including the VEC model, diagonal VEC model, and BEKK model, and estimation of a multivariate model.
- Acquire knowledge of vector autoregressive models, Granger causality tests, and Johansen cointegration tests and their hypothesis testing methods.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Analyze the statistical properties of financial returns and evaluate their distribution, time dependency, and linear dependency across assets using knowledge and comprehension skills.
- Create and apply univariate time series models, including AR, MA, and ARMA processes, using synthesis and evaluation skills to forecast financial returns.
- Develop and estimate conditional heteroscedastic models, such as ARCH and GARCH models, using analysis and evaluation skills to model and forecast volatility.
- Construct and evaluate multivariate GARCH models, including VEC, Diagonal VEC, and BEKK models, using synthesis and evaluation skills to model volatility and correlations.
- Evaluate and apply advanced econometric techniques, including VAR, GCT, and JCT, using analysis and evaluation skills to test hypotheses and model complex relationships in financial time series data.

## SYLLABUS OF DSE 11

### Unit 1: Statistical Properties of Financial Returns & Univariate Time Series and Applications to Finance (15 hours)

Introduction Asset Returns, Calculation of Asset Returns (Continuous and discrete both), Compare Continuous return with non-Continuous return and explain its benefits. Facts about Financial Returns, Distribution of Asset Returns, Time Dependency, Linear Dependency across Asset Returns.

Introduction to Univariate Time Series, The Lag Operator, Properties of AR Processes, Properties of Moving Average Processes, Autoregressive Moving Average (ARMA) Processes, The Box-Jenkins Approach.

### Unit 2: Modelling Volatility – Conditional Heteroscedastic Models (9 hours)

Introduction to Modelling Volatility, ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model.

### **Unit 3: Modelling Volatility and Correlations – Multivariate GARCH Models (9 hours)**

Introduction to Modelling Volatility and Correlations, Multivariate GARCH Models, The VECH Model, The Diagonal VECH Model, The BEKK Model, Estimation of a Multivariate Model

### **Unit 4: Vector Autoregressive Models (VAR), Granger Causality Test (GCT) and Johansen Cointegration Test (JCT) (12 hours)**

Introduction to VAR, Deep understanding of VAR, Issues in VAR, Hypothesis Testing in VAR. Introduction to GCT, Deep understanding of GCT, Issues in GCT, Hypothesis Testing in GCT. Introduction to JCT, Deep understanding of JCT, Issues in JCT, Hypothesis Testing in JCT.

### **Essential/ recommended Readings**

1. Brooks, C. (2014). Introductory econometrics for finance (3rd ed.). Cambridge University Press.
2. Tsay, R. S. (2010). Analysis of financial time series (3rd ed.). Wiley.
3. Bollerslev, T. (2008). Glossary to ARCH (GARCH). Journal of Economic Perspectives, 15(4), 171-174. doi: 10.1257/jep.15.4.171
4. Engle, R. F., & Kroner, K. F. (1995). Multivariate simultaneous generalized ARCH. Econometric Theory, 11(1), 122-150. doi: 10.1017/S0266466600009063

### **Suggestive Readings**

1. Chris, Brooks (2019). Introductory Econometrics for Finance. Cambridge University Press.
2. Pindyck, Robert S. and Daniel L. Rubinfeld Econometric Models and Economic Forecasts. Singapore: McGraw Hill.
3. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## **DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-4)**

### **DSE 4: INDIA AND THE WORLD ECONOMY**

#### **Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		

India and the World Economy (DSE 4)	4	3	1	0	1 <sup>st</sup> Year Undergraduate	None
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### Learning Objectives:

The paper aims at providing an overview of economic policies and business environment in the domestic and world arena. learners get deep insight into the stylized economic facts on the main dimensions of the domestic and global economy.

### Learning Outcomes:

On successful completion of the course the learner will be able to:

- Understand the evolving development paradigm adopted in India, liberalised and globalised world order, domestic and globalization processes, their main characteristics and their dynamic impact on the economy.
- Comprehend the regulatory structures in India, analyse industrial policy in different sectors, and gauge policies on FDI.
- Appraise major economies of the world, analyse the free trade vs. restrictive trade policies, both from a theoretical perspective and in policy terms.
- Synthesise intellectually on current global economic events and trends.

## SYLLABUS FOR DSE 4

### Unit 1: Overview of the Indian Economy

(9 Hours)

Planning and Reforms, Pre-Independence Period, National Development Council, Five Year Plans, Land Reforms, Green Revolution, Evolution of Public Sector in India, Economic Reforms- Liberalisation of economic system, Indian Economy during Post-Planning Period-Role of Niti Aayog, Shift in Economic Policies: Privatisation: Problems and Prospects, Fiscal Policy, Union Budget and Taxation, Monetary Policy and Banking Sector Reforms. Technology and business environment in India.

### Unit 2: Regulatory Structures in India

(12 Hours)

Industrial Policy, Industry Analysis: Textiles, Electronics and Automobiles, Industry Analysis—FMCG, Chemicals and Pharmaceutical Sectors. Industrial Policy Statement, 1991, Objectives, Features, Micro, Small and Medium Industries and Policies, India's Industrial Progress After 1991, Performance of Small and Medium Enterprises (SME) Sector, Review of Economic Environment in Industrial Sector, Policies on Foreign Direct Investment in India, Foreign Exchange Regulation Act, Recent Industrial Policy Outlook.

### Unit 3. World Economy

(12 Hours)

An overview of the world economy; Major economies of the world, Income and Income Growth of World Economy during the last decades. Linkages in the Major Economies- Trade, Investment and Capital Flows. Development and Underdevelopment in the Developing World, The Historical Development of Capitalism, Resources and Environment, International Trade Patterns, Transportation and Communications, Regional Trading Arrangements, Trade Policies for the Developing Nations, Exchange-Rate Systems and Currency Crises, Macroeconomic Policy in an

Open Economy, Nontariff Trade Barriers. International Factor Movements and Multinational Enterprises.

#### **Unit 4: Global Operating Environment**

**(12 Hours)**

Trade and Climate Change, Trade and Food Security, Trade and Finance, Trade and Geopolitics. Global Recession and New Business Environment, WTO: Agreements and Current Issues; Trade Policy External Sector—BoP, Currency Convertibility issues, Global Outsourcing; Multinational Companies and Foreign Direct Investment. Trends in Global Trade and Economic Integration, Direction of World Trade, Multilateralism and the Multilateral Trading System, Levels of Economic Integration, Contemporary Perspectives: Global Economic Scenario, Public Policy, Business ethics and Corporate Social Responsibility, Consumerism, Major Trade partners, Growth and Poverty, Sustainable Development issues.

#### **Essential/recommended Readings** (latest editions of readings should be referred to)

1. Ahmed, F., & Alam, M.A. (2017). *Business Environment: Indian and Global Perspective*. PHI Learning.
2. Paul, J. (2017). *Business Environment, Text And Cases*. PHI Learning.
3. Stutz, F. P. & Warf, B. (2021) *World Economy, The Geography, Business, Development*. Pearson.
4. Carbaugh, R. J. (2017) *Global Economics*. Cengage Learning.

#### **Suggestive Readings** (latest editions of readings should be referred to)

1. World Bank (2019). *World Development Report*. Oxford. Various Issues.
2. United Nations Development Programme (2014). *Human Development Report*. UNDP, Various issues.
3. UNCTAD (2022). *Trade and Development Report*, UNCTAD, Various issues.
4. Rosser, J. B. & Rosser M.V. (2018). *Comparative Economics in a Transforming World Economy*. Prentice Hall.
5. Daniels, J.P. & David D.V. (2018). *Global Economic Issues and Policies*. Routledge, New York.
6. Yarbrough, B.V. & Yarbrough R.M. (1997). *The World Economy, Trade and Finance*. Cengage Learning.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.



## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-5)

### DSE 5: MULTINATIONAL BUSINESS 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		
Multinational Business Finance (DSE 5)	4	3	1	0	1 <sup>st</sup> Year Undergraduate	Basics of Accounting

#### Learning Objectives

The course will help the learner to:

- Understand the international monetary system and role of financial institutions.
- Recognize different aspects of foreign exchange markets and their functioning
- Analyze and appraise financial Management of a multinational firm

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand MNCs operations and finances.
- Explain functioning of Multilateral Agencies and their role in global economic development.
- Analyze different aspects of the foreign exchange markets.
- Apply financial Management concepts and tools for foreign Investment analysis
- Understand International Payment system and investment strategies

### SYLLABUS FOR DSE 5

#### Unit 1: Introduction

**(12 Hours)**

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

#### Unit 2: Forex Markets

**(9 Hours)**

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign

Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

### **Unit 3: Financial Management of Multinational Firms (12 Hours)**

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

### **Unit 4: Role of FDI, FII and Payment Systems (12 Hours)**

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

#### **Essential/ recommended Readings** (latest editions should be referred to)

1. Eiteman, David K., Stonehill, Arthur I., and Moffett, Michael H (2021). *Multinational Business Finance*. (15th Ed.). Pearson.
2. Alan C. Shapiro, P. H. (2019). *Multinational Financial Management*. (11th, Ed.) Wiley.

#### **Suggestive Readings** (latest editions should be referred to)

1. Levi, M. D. (2009). *International Finance*. Taylor & Francis.
2. Madura, J. (2018). *International Financial Management*. (13th, Ed.) Cengage Learning.
3. Buckley, A (2004). *Multinational Finance*. (5th, Ed.). Pearson Education.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## **DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-6)**

### **DSE 6: TRANSNATIONAL 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		
Transnational Human Resource Management (DSE 6)	4	3	1	0	1 <sup>st</sup> Year Undergraduate	Fundamentals of Management and Organisational Behavior

**Learning Objectives:**

- To explore the concepts and techniques of the essential elements of International HRM and to enable the learners to recognise its critical issues.
- To improve understanding of HRM concerns in the cross-cultural scenario.

**Learning Outcomes:**

Upon completion of the course a learner will be able to:

- Understand the relevance and impact of culture on HRM for global business operations and how HR practices differs across cultures and countries and apply these to deal with complications that come with handling cross cultural issues.
- Develop an understanding of the fundamentals of staffing for global operations.
- Understand the key elements of performance appraisal for global employees.
- Understand the functional role of HRM in the context of training and industrial relations.
- Apply concepts into practice in multinational organizations.

**SYLLABUS FOR DSE 6****Unit I: Cross-Cultural issues in HRM****(12 Hours)**

Introduction to HRM for multinational companies. Introduction to concepts of differences due to language; culture, religion and employee and country; Impact of these on the operations of non-domestic companies; Hofstede's approach; cross cultural differences at the workplace; Managing workforce diversity; Diversity management programs; International Human Resource Management: Difference between HRM for domestic and global companies. Integration of HRM with strategies for global operations. Pros and Cons of Internationally diverse HRM practices and their assimilation by global businesses.

**Unit II: Staffing for Global Operations****(12 Hours)**

International Workforce planning and staffing; Issues in supply of international human resources; Low-cost labour and global staffing; International Recruitment; International staffing choices, Multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Training employees for international assignments; Successful expatriation, Causes of expatriate failure, female expatriation. Repatriation management. Ethical and legal issues in use of low-cost labour. Regulations relevant to the use of low-cost labour from outside the country. Challenges in transferring culturally sensitive business practices across borders. Issues pertinent to hiring local employees for international operations. Strategic fitment for international assignments and operations. Challenges in managing global teams.

**Unit III: Performance Appraisal for Global Employees****(12 Hours)**

Performance appraisal: Criteria for performance appraisal, challenges of appraising employees from different cultural backgrounds; Biases affecting performance appraisal amongst a global workforce; Variables influencing expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: COLA; Hardship allowances; Going rate approach, Balance sheet approach, Cultural impact on compensation policy. Strategic questions related to LOC for international assignments. Elements

of taxation relevant to compensation for expatriates: tax equalization, tax protection, currency fluctuations

#### **Unit IV: Global Context of Training and Industrial Relations (9 Hours)**

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Cross border Mergers and Acquisitions: HRM perspective; International IR: Key Players, Labour unions, Employee relations. Approaches in IR for global operations; changes in IR landscape across different countries. Strategic decision making for IHRM issues. Control issues in IHRM in global companies - head office vs. local office. Impact of legislation and free trade agreements on HRM issues across national borders.

#### **Essential/ recommended Readings (latest edition of readings to be used)**

1. Dowling, P.J., Festing, M. & Engle Sr, A.D. (2013). *International Human Resource Management*. Wiley
2. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
3. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
4. Tayeb, M. (2005). *International human resource management: A multinational company perspective*. Oxford University Press.

#### **Suggestive Readings**

1. Dowling, P.J. and Welch, D.E. (2017). *International Human Resource Management*. Cengage Learning
2. Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
3. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

### **DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-10)**

#### **DSE 10: CORPORATE TAXATION AND GLOBAL COMPANIES**

##### **Credit distribution, Eligibility and Pre-requisites of 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 Taxation and Global Companies (DSE 10)	4	3	1	0	2 <sup>nd</sup> Year Undergraduate	Basics of Finance and Accounting

## **Learning Objective**

- The objective of this course is to acquaint learners with the international corporate taxation structure and its implications on companies.

## **Learning Outcomes**

On successful completion of the course the learner will be able to:

- Explain the concepts of International taxation.
- Describe the treaties and conventions governing the international taxation.
- Apply the knowledge, improve their understanding of international taxation and identify and evaluate the impact of different tax planning scenarios.
- Prepare for work within an international tax environment in a multinational firm

## **SYLLABUS FOR DSE 10**

### **Unit 1: Introduction to Corporate Taxation**

**(12 Hours)**

Definition of corporate, types of companies: domestic company and foreign company, tax rate and additional benefits, corporation not seeking any incentives / exemption; corporation seeking incentives / exemptions and new manufacturing companies.

Sources of Income of a company: Profits earned from the business, Capital gains, Income from renting property, Income from other sources like dividend, interest etc.

Corporate tax rate for domestic companies and foreign companies, tax rates, Section 115BA, 115BAA, 115 BAB. Surcharge, cess, MAT.

Overview of Transfer Pricing; specified domestic transactions; Generally Accepted Cost Accounting Principles; Arm's Length Pricing; Advance Pricing Agreement; Safe Harbour Rules.

Jurisdiction for Corporate Taxation in international operations.

### **Unit 2: International Tax Conventions and Treaties**

**(9 Hours)**

Overview of Model Tax Conventions

OECD model tax convention, UN model tax convention, US Model tax convention.

Tax treaties, Application and Interpretation: Features of tax treaties, Overview of tax information exchange agreements, commentaries and their importance, role of Vienna convention in application and interpretation of tax treaties.

Overview of tax regimes. Overview of tax harmonization.

### **Unit 3: Tax Management and Planning for Corporates**

**(12 Hours)**

Double taxation: concept, capital export neutrality, capital import neutrality, method of avoiding double taxation.

Double Taxation Avoidance Agreement: Meaning, objectives; types of income included under the DTAA (Services originated and provided within India; Salary from India; income from property within India; Capital gains from India; FD and Savings Account in India),

Double taxation relief: Concept, types of relief, Double taxation provisions under the Income tax Act 1961, concept of permanent establishment, taxation of business process outsourcing units in India.

#### **Unit 4: Taxation Aspects for Global Business**

**(12 Hours)**

Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies. Taxation aspects of managerial decisions for international expansion. Tax avoidance, tax havens, tax management strategies for international companies. Overview of taxation implications for expatriates and repatriated employees. Planning and Restructuring Foreign Operations. Foreign Currency management for global business operations.

#### **Essential/recommended Readings (latest edition of readings to be used)**

- 1, Bittker, B. I., & Lokken, L. (2018). *Fundamentals of international taxation*. Thomson Reuters.
1. Herzfeld, M. (2023). *International Taxation in a Nutshell*. (13th ed.). West Academic.
2. Peroni, R. J., Gustafson, C. H., & Pugh, R. C. (Eds.). (2022-23). *International Income Taxation: Code and Regulations, Selected Sections*. CCH Wolters Kluwer
3. Singhania, V. K., & Singhania, M. (2019). *Corporate Tax Planning Business Tax Procedures* (23rd ed). Taxmann
4. Ahuja, G. & Gupta R. (2023). *Simplified Approach to Corporate Tax Planning and Management*. (2023). Bharat Law House private limited.

#### **Suggestive Readings (latest editions of readings to be used)**

1. Isenbergh, J., and Wells, B. (2019). *International Taxation*. Foundation Press
2. Scholes, M. S., Wolfson, M. A., Erickson, M., Maydew, E., & Shevlin, T. (2014). *Taxes & business strategy*. Upper Saddle River, NJ: Prentice Hall.
3. Singhania, V. K., & Singhania, M. (2015). 2016. *Students' guide to income tax*. Taxmann
4. Ahuja, G. & Gupta, R. (2020). *Direct Tax Laws*. (39th ed). CCH Wolters Kluwer
5. OECD on International Taxation (<https://www.oecd.org/g20/topics/international-taxation/>)
6. OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022 (<https://www.oecd.org/tax/transfer-pricing/oecd-transfer-pricing-guidelines-for-multinational-enterprises-and-tax-administrations-20769717.htm>)
7. IMF on Corporate Taxation in the Global Economy (<https://www.imf.org/en/Publications/Policy-Papers/Issues/2019/03/08/Corporate-Taxation-in-the-Global-Economy-46650>)

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-11)

### DSE 11: LEGAL AND FINANCIAL ASPECTS OF INTERNATIONAL TRADE

#### Credit distribution, Eligibility and Pre-requisites of 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 and Financial Aspects of International Trade (DSE 11)	4	3	1	0	2 <sup>nd</sup> Year Undergraduate	Legal aspects of Business

#### Learning Objectives

- This course aims at familiarizing learners with the legal framework of International trade. It covers various aspects such as law on International sale of goods, patent regulations, trademarks, arbitration and conciliation regulations, FEMA and Cyber Laws.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Develop an understanding of various laws impacting the trade at the international level.
- Understand the working of patents and the associated laws.
- Understand the financial aspects of International trade.
- Learn the process of arbitration at the international level and the associated laws

### SYLLABUS FOR DSE 11

#### Unit 1: Laws impacting International Trade

**(12 Hours)**

Uniform Law on International Sale of goods- obligations of the seller – obligations of the buyer, common provisions- rules concerning damages-provisions of passing of risk in international sale contracts. Foreign Trade (Development and Regulations) Act 1992- objectives- Powers of Central Govt. Import/ Export License Application Procedure- Refusal, Suspension of License; Role of DGFT- Exemptions from FTDRAct. Acquisition and transfer of property in and outside India- establishment of branch in India; Enforcement/ penalties under the Act; Cyber Laws- need and significance.

#### Unit 2: Regulation of International Trade and Patents

**(12 Hours)**

The Patents (Amendment) Act 2005, Patents regulations: Patents- Meaning- varieties- provisions of patent applications procedure- procedures after filling applications – patenting- patents of plant and seeds, Drugs- Life of patents and Rights of patentee. Working of patent- Infringement of patent- surrender and revocation of patent. Provisions related to secrecy direction for patents out of India- Protection for security of India- patent regime under WTO. Trade and merchandise marks regulations: registration- procedure opposing registration- effect of registration- prohibition of registration. Indian Trademarks Act 1999, Foreign Trade Mark- Privileges to nationals and non-

nationals- Licensing of trademark- registered user provisions- violation of trade mark rights- remedies.

### **Unit 3: Financial Aspects of International Trade**

**(12 Hours)**

FEMA Regulations- objectives- Need. Functions of RBI under FEMA, regulations over transactions in foreign exchange and securities – Restriction on capital account and current account transactions- control over realization of Foreign Exchange; Regulations of receipts and payments to resident outside India; Rule of Foreign Exchange possession and retention, realization, repatriation and surrender; provisions regulating export of goods and services- borrowing and lending in Foreign Exchange

### **Unit 4: International Arbitration**

**(9 Hours)**

Arbitration and conciliation regulations- purpose of Arbitration- difficulties in India. Domestic Arbitration- agreement- Tribunal- Arbitral proceedings- Arbitral award- Intervention by Court. Conciliation-enforcement of foreign awards- International Arbitration.

### **Essential/recommended Readings** (latest editions should be referred to)

1. Shaw, M. N. (2017). *International law*. Cambridge university press.
2. Bhala, R. (2019). *International trade law: a comprehensive textbook*. Carolina Academic Press.
3. Subedi, S. P. (2012). *Textbook International Trade and business law*. The People's Public Security Publishing House.

### **Suggestive Readings** (latest editions should be referred to)

1. Verkey, E and Isaac, J.S. *Intellectual Property*. Eastern Book Company
2. Wadhera, B.L. (2016). *Law Relating To Intellectual Property*. Universal Law Publishing
3. Datey, V. S. *Economic laws & practice*. Taxmann Allied Services.
4. Bare Acts: Govt. of India
5. USTR 2021 Trade Policy Agenda and 2020 Annual Report (<https://ustr.gov/sites/default/files/files/reports/2021/2021%20Trade%20Agenda/Online%20PDF%202021%20Trade%20Policy%20Agenda%20and%202020%20Annual%20Report.pdf>)

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## DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-12)

### DSE 12: MULTINATIONAL 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		
Multinational Operations (DSE 12)	4	3	1	0	2 <sup>nd</sup> Year Undergraduate	None

#### Learning Objectives

This course provides learners with a solid foundation in international supply chain, logistics, and foreign currency exchange. The first half of the course reviews critical roles that supply chain management, sourcing, logistics, and transportation play in contemporary global business. In the second half, the focus shifts to foreign currency exchange risks and methods for mitigating those risks, both financial and non-financial.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

1. Develop the fundamentals of international business and management of global operations.
2. Comprehend the importance of global supply chains, sourcing, and operations management in the execution of global businesses.
3. Compare and select between logistics intermediaries available to assist with the movement of goods and services between nations and across borders.
4. Evaluate foreign currency exchange risks in international transactions and identify means to mitigate those risks.

#### SYLLABUS FOR DSE 12

##### Unit 1: Introduction to International Operations

**(12 Hours)**

International Business : Concepts and Organisations, International Business Environment, Multinational Enterprise: Evolution and Rise of Multinational Corporation The Process of Overseas Expansion by Multinationals- Exporting, Overseas Production, Licensing, Trade-offs Between Alternative Modes of Overseas Expansion, Strategic Business Alliances, Managing Global Operations: The Global Manager, Risk and Crisis Management, Managing Subsidiaries, Agents and Associates, Multinational Business Strategy- Developing Competitive Strategies for International Competition, Technology collaborations and Transfer.

##### Unit 2: Global Supply Chain and Sourcing

**(9 Hours)**

Basics of Supply Chain and Operations Management, Examples of Operations and Supply Chains in different industries, Global Operation and Supply Chain strategies: Value Added and Costs,

Strategic Fit; Supply Chain Coordination: BullWhip Effect, Vendor Managed Inventory, Collaborative Planning, Forecasting and Replenishment, Supply Chain Contracting, Global Sourcing : Sourcing Process and Principles, Sourcing Strategies, Supplier Relationship Management.

### **Unit 3: Global Logistics and Transportation**

**(12 Hours)**

Facility Location Planning and Network Design: Global Supply Chain Design, Regional Facility Location, Factor-Ranking Analysis; Generic Transport Network Structures, Economies of Scale in Transportation, Trade-Off-Based Transportation Network Design, Capacity Allocation in a Many-to-Many Network- The Transportation Problem, Decision Model, Finding the First Feasible Model Solution, Optimality Check, Solution Improvement, Distribution Network Design- Types of distribution Network, Transportation Modes.

### **Unit 4: Forex Markets and Hedging**

**(12 Hours)**

Foreign Exchange Market- Organisation, The Spot and Forward Market, Foreign Exchange Risk and Economic Exposure, The Economic Consequences of Exchange Rate Changes, Identifying Economic Exposure, An Operational Measure of Exchange Risk, Alternative Measures and Management of Foreign Exchange Exposure- Translation, Transaction and Operating Exposure, Designing a Hedging Strategy- Forex hedging techniques. non-financial hedging methods such as cash flow netting, as well as financial hedging methods including forwards, swaps, futures, and options.

### **Essential/recommended Readings** (latest editions should be referred to)

1. Shapiro, A. C., & Hanouna, P. (2019). *Multinational financial management*. (11th ed). John Wiley & Sons.
2. Ivanov, D., Tsipoulaidis, A., & Schönberger, J. (2021). *Global supply chain and operations management*. Springer International Publishing.

### **Suggestive Readings** (latest editions should be referred to)

1. Wolfgang, L. (2017). *The global supply chain: How technology and circular thinking transform our future*. Springer
2. Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). *Environmental sustainability in fashion supply chains: An exploratory case based research*. International journal of production economics, 135(2), 659-670.

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