

NOTIFICATION**Sub: Amendment to Ordinance V****[E.C Resolution No. 14/ (14-1-9) dated 09.06.2023]**

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

Add the following:

Syllabi of Semester-IV, V and VI of the Department of Finance & Business Economics under Faculty of Applied Social Sciences & Humanities based on Under Graduate Curriculum Framework -2022 implemented from the Academic Year 2022-23.

SEMESTER -IV**B.A. (Honours) Business Economics****DISCIPLINE SPECIFIC CORE COURSE – 10 (DSC-10): MACROECONOMICS - II****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course Code	Title &	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
			Lecture	Tutorial	Practical/ Practice		
Macroeconomics-II (DSC 10)		4	3	1	0	Class 12	Mathematics at Class 12

Learning Objectives

This course aims at inculcating an understanding:

- (i) of macroeconomic outcomes arising from assumptions of individual behaviour
- (ii) of equilibrium under different assumptions on aggregate demand and supply.
- (iii) of the relation between wages, prices, unemployment under different models
- (iv) of an economy that trades with others and how it determines the balance of payments and different types of exchange rates.

Learning outcomes

By studying this course, the students will be able to:

- Understand basics of consumption function and different hypotheses regarding aggregate consumption behavior.
- Derive wage setting, price setting relations and labour market equilibrium.
- Derive aggregate demand and aggregate supply and economy's equilibrium conditions in medium run and understand the interaction between the two.
- Understand the relationship between inflation, unemployment and output and role of expectation on policy and their effectiveness.

SYLLABUS OF DSC-10

UNIT-I: Microeconomics foundation of Macroeconomics (9 hours)

Consumption: Keynesian consumption function; Fisher's theory of optimal intertemporal choice; life cycle and permanent income hypothesis; rational expectations and random walk of consumption expenditure, Investment: determinants of business fixed investment; residential investment and inventory investment

UNIT - II: Aggregate Demand and Aggregate Supply (6 hours)

Derivation of aggregate supply curve; Interaction of aggregate demand and supply to determine equilibrium output, price level and employment, The aggregate supply curve and the price adjustment mechanism.

UNIT - III: Labour markets, Employment and Prices (18 hours)

The labour market: - determination of wages, prices, unemployment, Natural rate of unemployment and NAIRU, stagflation, expected inflation. Philips curve, inflation-expectations augmented Phillips curve, the wage-unemployment relationship: Sticky wages; from Phillips curve to the aggregate supply curve; the costs of unemployment and inflation, inflation and indexation: inflation-proofing the economy; Theory of Expectations, Inflation, unemployment and expectations, Phillips curve and adaptive and rational expectations; Dynamics of Inflation and Unemployment: Inflation, expectation and the aggregate supply curve, short and long run aggregate supply curves, dynamic aggregate demand curve; Inflation and output, the adjustment process, dynamic adjustment, interest rate and inflation: the Fishers Equation.

UNIT - IV: Open Economy Macroeconomics (12 hours)

Balance of Payments, Kinds of exchange rate, Nominal and Real Exchange rate, fixed and flexible exchange rate, Marshall Lerner condition & J curve, Mundell Fleming model, Exchange rate determination: Purchasing power parity, asset market approach and monetary approach to Balance of Payments (BoP)

Essential/recommended readings

1. Dornbusch, R., Fischer, S. and Startz, R., 2014. Macroeconomics. 11th edition, New York, McGraw-Hill Education.
2. Dornbusch, R. and Fischer, S. (2000) Macroeconomics. 6th Edition. McGraw-Hill Education.
3. Blanchard, O. (2006). Macroeconomics, 4th ed. Pearson Education.
4. C.L.F. Attfield, D. Demery and N.W. Duck, (1991) Rational expectations in macroeconomics: An introduction to theory and evidence (2nd Ed.)

5. Carlin, W and D Soskice (2007), *Macroeconomics: Imperfections, Institutions and Policies*, Indian Edition, OUP.
6. David C. Colander (2017) *Macroeconomics* (9th edition), McGraw Hill

Suggested readings

1. Bradley R. Schiller and Karen Gebhardt (2019) *Macro economy Today* (14th edition), McGraw Hill
2. Richard T. Froyen (2013). *Macroeconomics: Theories and Policies* (10th ed.), Pearson.
3. Government of India (GOI) (Latest Year), *Economic Survey*, Ministry of Finance New Delhi.
4. Government of India (GOI) (Latest Year), *Handbook of Indian Economy*, RBI Publication New Delhi.
5. N. Gregory Mankiw, *Macroeconomics*, Worth Publishers.
6. Chugh, S. (2015) *Modern Macroeconomics*, MIT Press.
7. D'Souza, E, *Macroeconomics*, Pearson Education
8. D. N.Dwivedi (2015), *Macroeconomics- Theory and Policy*, McGraw-Hill.

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 (DSC-11): Statistics for Business Economics-II

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Statistics for Business Economics - II (DSC 11)	4	3	0	1	Class 12	Mathematics at Class 12 level

Learning Objectives

This course aims to develop an understanding of:

- Theories of probability distribution.
- Sampling techniques and types of sampling.
- Methods of estimation
- Testing of Hypothesis.

Learning outcomes

By studying this course, the students will be able to:

- Understand the formulation of complex decision-making problems in an uncertain environment using different statistical techniques.

- Study various research designs and appropriate sampling techniques.
- Analyze and apply some basic stochastic processes for solving real life situations and to execute statistical analyses with professional software.
- Draw conclusion about the population using hypotheses testing.

SYLLABUS OF DSC-11

UNIT - I: Theoretical Probability Distributions

(15 hours)

Discrete: Binomial and Poisson. Continuous: Normal. Mean and variance. Applications. Bivariate distributions: covariance and correlation.

UNIT - II: Sampling

(9 hours)

Random sampling; sampling methods; statistics and their distributions; central limit theorem, distribution of linear combination of random variables.

UNIT - III: Estimation

(12 hours)

Point estimators and properties. Methods of point estimation. Sampling distributions: t, chi square and F. Interval estimation for mean, proportion and variance.

UNIT - IV: Testing of Hypothesis

(9 hours)

Null and alternative hypotheses. Types of errors. Testing for the population mean, proportion and variance. One and two tail tests. P-values. Testing for difference in means and proportions; comparing variances.

Practical component (30 hours) –Practicals to be based on spreadsheet software (Microsoft Excel or equivalent) to enable students to execute all the measures and tests taken up in the theory classes in the course.

Essential/recommended readings

1. Devore, Jay L., (2012). Probability and Statistics for Engineering and the sciences. 8th Edition, Cengage Learning.

Suggestive readings

1. Miller, Irwin and Marylees Miller. John E. Freund's Mathematical Statistics with Applications, Eighth Edition, Pearson Education.
2. Nagar, A.L., and R.K. Das. Basic Statistics, Second Edition, Oxford University Press
3. Gupta, S.C., Fundamentals of Mathematical Statistics, 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 CORE COURSE – (DSC-12): 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 (if any)
		Lecture	Tutorial	Practical/ Practice		
Essentials of Marketing Management (DSC 12)	4	3	1	0	Class 12	None

Learning Objectives

The course aims to develop an understanding of

- Firm's internal and external marketing environment.
- Segmentation and defining the target market for a selected product or service.
- Product decisions and use of pricing strategies.
- Relevance of distribution and promotional strategies in supporting marketing strategies.

Learning outcomes

By studying this course, students will be able to:

- Understand the business environment including the economic, social, political, legal, and technological forces.
- Develop key strategies for developing brands including brand equity, brand identity and brand and line extensions.
- Recognise different pricing strategies and understand issues related to distribution.
- Understand the elements of promotion- advertising, sales promotion, events, public relations and publicity, direct marketing, interactive marketing, word of mouth and public selling.

SYLLABUS OF DSC-12

UNIT - I: Introduction and Environment (9hours)

Importance and Scope of Marketing; Core Marketing Concepts; Company Orientations. Marketing Environment, an Economic Perspective: Economic, Demographic, Socio- Cultural, Technological, Political and Legal. Influence of Current Economic Situation on Marketing Functions. Michael Porter's Model of Competitive Analysis

Unit 2: Segmentation, Targeting & Positioning (9 hours)

Market Segmentation - Bases for Segmenting Consumer Market. Market Targeting- Evaluating and Selecting Market Segments. Positioning- Positioning Statement, POP and POD

Unit 3: Product & Pricing (12 hours)

Product Life Cycle- Concept and Strategic Implications; Product Mix and Line Decisions- Product Line Length, Modernisation, Line Pruning and Filling; Cannibalisation; BCG Matrix, ANSOFF Matrix; Branding- Brand Identity, Brand Equity, Brand Name Decisions. Services- Characteristics of Services. Pricing Strategies (Geographical Pricing, Price Discounts & Allowances, Promotional Pricing Tactics, Psychological Pricing, Price Discrimination)

Unit 4: Distribution & Promotion (15hours)

Channels Functions and Flows; Channel Levels. Retailing- Marketing Decisions in Retailing. Promotion: Promotion Mix; Concept Of Integrated Marketing Communication. Advertising- Advertising Objectives, Advertising Budget, Message Generation, Media (Types, Reach Frequency, Impact); Measurement; Sales Promotion (Objectives, Major Decisions in Sales Promotion, brand dilution); Personal Selling; Events and Experiences; Public Relations and Publicity; Direct Marketing; Interactive Marketing (Introduction to Online Marketing). Word Of Mouth and Word of Web.

Essential/recommended readings

1. Kotler, P. & Keller, K. L. Marketing Management. Pearson Publications.
2. Kotler P, Armstrong G., Agnihotri P.Y & UlHaq, E. Principles of Marketing - A South Asian Perspective. Pearson Publications.
3. Ramaswamy V.S, Namakumari S. Marketing Management: Global Perspective Indian Context. Macmillan Publishers.

Suggestive readings

1. Dawn Iacobucci. Marketing Management. Cengage Learning.
2. Etzel M. J, Walker B.J, Stanton W.J and Pandit A. Marketing. Tata McGraw Hill.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 2 (DSE-2): PUBLIC 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		
Public Finance (DSE2)	4	3	1	0	Class 12	None

Learning Objectives

The course aims to develop an understanding of

- Fundamental concepts of Public Finance.
- Economics of government expenditure and taxation
- Efficiency and equity aspect of taxation of centre and state government.
- Different types of canons in taxation.

Learning outcomes

By studying this course, the students will be able to:

- Apply tools of basic microeconomics to key policy issues relating to the spending, taxing and financing activities of the Government.
- Understand difference in impact of direct and indirect taxation.
- Understand the recent developments and issues in Indian Public Finance.

SYLLABUS OF DSE-2

Unit 1: Theory of Public Finance

(12 hours)

Public finance: Meaning, nature, scope and importance, difference between private and public finance. Principle of maximum social advantage. Role of state in public finance. Elementary theory of product and factor taxation.

Sources of revenue: taxes, loans, grants and aid – meaning and types, Principle of public expenditure. Public finance and the economic system.

Unit 2: Current Issues in Indian Tax System

(12hours)

Direct and Indirect Tax Reform in India, Different forms of direct tax in India, Changing regime of taxation-direct to indirect taxation.

Introduction of GST and its implication for state finances and fiscal federalism in India, Latest finance commission and its recommendation for fiscal devolution.

Unit 3: Center State Financial Relations

(9hours)

Center state fiscal relations, horizontal and vertical tax devolution in India,

State and local finance in India.

Performance and Equity debate in fiscal devolution in India.

Report of finance commission in post liberalisation period.

Unit 4: Principles of Taxation

(12 hours)

Canons of taxation, Meaning of Canons of Taxation -Types of Canons of Taxation-Canon of equality or equity, Canon of certainty, Canon of economy, Canon of productivity, Canon of Diversity, Canon of convenience, Canon of elasticity, Canon of simplicity, Canon of diversity, Characteristics of Canons of Taxation.

Essential/recommended readings

- 1 Musgrave, R. A. and Musgrave, P.B., Public Finance in Theory and Practice (1989), 5th edition. McGraw Hill Education.
2. Bagchi, Amaresh. Reading in Public Finance, Oxford University Press.
3. Bhatia H.L.. Public Finance. Vikas Publishing House;
4. Shankar Acharya, Thirty years of Tax Reforms in India, EPW, May 2005
5. Rao, M. Govinda, "Central transfers to states in India: rewarding performance while ensuring equity." Final report submitted to NITI Aayog (2017) (pages 1 to 18).
6. Government of India, Fifteenth Finance Commission Report 2021-26, Chapter 6

Suggestive readings

1. Report of Finance commission of India, Various years.
2. Economic Survey, GoI, Various year
3. State Finances: - A Study of Budget, RBI, Latest report

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 4 (DSE-4): ADVERTISING 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		
Advertising Management (DSE 4)	4	3	1	0	Class 12	None

Learning Objectives

To provide students with an understanding of:

- Fundamentals of advertising.
- Planning advertisements to target audience needs using product benefits and product characteristics.
- Crafting an effective creative brief to direct the approach to an advertising campaign.
- Various types of advertising media.

Learning outcomes

By studying this course, the students will be able to:

- Understand the role played by advertising agencies.
- Recognise and identify the facet model objectives in any advertisement.
- Conduct situation analysis and consumer insight mining.
- Learn creative execution strategies including application of appeals, layouts and creative copywriting.
- Understand and conduct appropriate media mix selection.

SYLLABUS OF DSE-4

Unit 1: Foundations of Advertising

(12 hours)

Concept of advertising, Types of advertising, Concept of IMC, Role and functions of Advertising, the key players, functions of advertising agencies, Organisation of agency, Advertising appropriateness- factors influencing advertising budgets, methods of setting advertising budgets.

Unit 2: Planning and Strategy

(12hours)

Planning Framework-marketing and advertising plan, Facet model of objectives (Perception, Cognition, Affect, Association, Action), DAGMAR, Marketing strategy and situation analysis, consumer insight mining, big idea, positioning for advertising campaigns.

Unit 3: Effective Advertising Execution

(12hours)

The creative and message strategy, creative brief, themes and appeals, execution styles, message format, message tone, copywriting creativity, body copy, visual layouts, evaluation of effectiveness, pre-testing, post-testing.

Unit 4: Effective Advertising Media

(9hours)

Types of media, newer media options, media objectives, developing a media plan, media Plan budget, media mix selection.

Essential/recommended readings

1. Belch, G.E., Michael, A., Keyoor, Purani. Advertising and Promotion-An Integrated Marketing Communications. 12th edition. Tata McGraw Hill Education. 2021.
2. William Wells, Sandra Moriarty, and John Burnett. Advertising: Principles and Practice. Prentice Hall of India. 2007.
3. Jethwaney, Jaishri., Jain, Shruti. Advertising Management. Oxford University press.
4. Shah, Kruti. Advertising and Integrated Marketing Communications. McGraw Hill Education India. 2014.
5. Aaker, David A., Batra, Rajeev., Myers, John G. Advertising Management. Pearson Education. 2006.
6. Shimp, T.A. .Advertising and Promotion: An IMC Approach. Cengage. 2013.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 4 (DSE-4): INTERNATIONAL 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		
International Financial Management (DSE 6)	4	3	1	0	Class XII	None

Learning Objectives

This course aims at inculcating an understanding of:

- Key features of international finance and foreign exchange markets.
- Theories of International finance that link exchange rates with interest rates and inflation rates in different countries.
- Evolution of exchange rate system in the international financial markets.
- Determination of exchange rate, types of foreign exchange risks and risk management strategies.

Learning outcomes

By studying this course, the students will be able to:

- Gain substantive knowledge of International Financial Management.
- Understand the principles of trading in foreign exchange markets, different instruments traded, risks involved and how to carry out hedging of currency risks.
- Learn how to compute forward rates using cross rates, computation of synthetic quotes and apply rules to determine existence of arbitrage amongst currencies traded.
- Understand how the international markets have evolved and the alternate exchange rate systems world has seen over the years

SYLLABUS OF DSE-6

Unit 1: Introduction To Currency Markets

(12 hours)

Spot & Forex market: Introduction and Features, Participants, & their method of communication in forex markets, SWIFT and CHIPS. Currency Quotes and types, Calculation of forward rates using spot rates, Discount/Premium on spot rate, Swap Points and Outright Forward Rates, Forward Rate vs. Expected Future spot rates, Spot rate with and without transaction costs, Payoff Profiles on Forward Exchange, Currency futures and

Pay of Profiles, Mark to Market, Cross Rates & Synthetic quotes. Arbitrage: one point, two point and three point (triangular) arbitrage.

Unit 2: Parity Conditions in Currency Markets (12 hours)

Purchasing Power Parity (both absolute and relative versions), Interest Rate Parity (explanation of borrowing and lending criteria, diagrammatic presentation) , covered interest rate parity, International Fischer Effect. The linkages between parity conditions.

Unit 3: Alternate Exchange Rate Systems and Payment Terms (9 hours)

Gold Standard and Gold Exchange Standard System with price adjustment mechanism , EMS and its price adjustment, Hybrid systems , Fixed vs Flexible System, Overview on Brettonwoods System, IMF, SDR, Triffon Paradox & Smithsonian Agreement. Payment Terms and Methods of Financing International Trade (Letter of Credit, Forfaiting, Factoring, Credit Lines)

Unit 4: Exchange Rate Determination and Exposures (12 hours)

Currency Demand and Supply Curves, Stability of exchange rates and 'J' Curve Effect, Factors Affecting Exchange Rate, Foreign Exchange Exposure: Nature, Definition, Exposure Line and Interpreting Exposure, Statistical Measurement of Exposure, Types of Exposure (Meaning): Transaction, Economic and Translation Exposure, Hedging Strategies to Manage Transaction Exposures. Currency Swaps.

Essential/recommended readings

1. Apte, P.G., Multinational Financial Management.Tata-McGraw Hill. New Delhi.
2. Levi, Maurice. International Finance. McGraw Hill Inc. New York.
3. Madura, Jeff. International Financial Management.South Western Cengage Learning.
4. Seth, A.K., International Financial Management. Galgotia Publishing Company. New Delhi.
5. Shapiro, Allen C., Multinational Financial Management. Prentice Hall India Pvt Ltd. New Delhi.

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

COMMON POOL OF GENERIC ELECTIVE COURSES OFFERED BY THE DEPARTMENTS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

GENERIC ELECTIVES (GE-2): INTRODUCTION TO DIGITAL MARKETING

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Introduction to Digital Marketing (GE - 2)	4	3	1	0	Class 12	None

Learning Objectives

This course aims to acquaint the students with:

- Key marketing principles and terminology.
- Evolving digital landscape and the strategic role of digital marketing processes and tools in designing the overall Marketing strategy.
- Methodologies, tools and technologies involved in digital marketing.
- Importance of search engines and their role in digital marketing ecosystem.

Learning outcomes

By studying this course, students will be able to:

- Understand the concept of digital marketing and its integration with traditional marketing.
- Understand customer value journey in digital context and behaviour of online consumers.
- Learn email, content and social media marketing and apply the learnings to create digital media campaigns.
- Examine various tactics for enhancing a website's position and ranking with search engines and search advertising.

SYLLABUS OF GE-2

Unit 1: Fundamentals of Marketing

(6hours)

Importance of marketing; Core marketing Concepts; Company Orientations; Concept of Segmentation, Targeting-Positioning; 7 P's Framework; Product Life cycle; Pricing strategies, Types of distribution channels; Promotion Mix.

Unit 2: Marketing in the Digital World

(9 hours)

Digital marketing: Concept, Features, Difference between traditional and digital marketing, Moving from traditional to digital Marketing; Digital Marketing Channels: Intent Based-SEO, Search Advertising; Brand Based- Display Advertising; Community Based-SMM; Others- Affiliate, Email, Content, Mobile; Customer Value Journey: 5As Framework; The Ozone O₃ Concept Key; Traits of online consumer.

Unit 3: Content, Email and Social Media Marketing

(15 hours)

Content Marketing: Developing a content marketing strategy; Email Marketing: Types of Emails in email marketing, Email Marketing best practices; Social Media Marketing: Building Successful Social Media strategy; Social Media Marketing Channels; Facebook, LinkedIn, YouTube (Concepts and strategies)

Unit 4: Search Marketing

(15 hours)

Introduction of SEM: Working of Search Engine; SERP Positioning; Search Engine Optimization: Overview of SEO Process; Goal Setting-Types

On-Page Optimization: Keyword Research, SEO Process -Site Structure, Content, Technical Mechanics, Headings, Image & Alt text, Social Sharing, Sitemaps, Technical Aspects-Compatibility, Structured Data Markup.

Off Page Optimization: Link Formats, Link Building, Content Marketing, Social Sharing; Black and White Hat Techniques

Search Advertising: Overview of PPC Process; Benefits of Paid Search; Basis of Ranking; Goal Setting-Objectives; Account Setting-Creation of Google Ads, Campaign architecture, Campaign setup, Targeting, Bid Strategy, Delivery, Ad Scheduling, Ad Rotation, Keyword Selection; Ad Copy composition, Ad Extension

Overview of Display Advertising: Working of Display Advertising; Benefits and challenges.

Essential/recommended readings

1. Dodson, I. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
2. Kartajaya, H., Kotler, P., &Setiawan, I. (2016). Marketing 4.0: moving from traditional to digital. John Wiley & Sons.
3. Ryan, Damien. Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited.

Additional References:

1. Kotler, P. (2009). Marketing management: A South Asian perspective. Pearson Education, India.
2. Maity, Moutusy. Internet Marketing: A practical approach in the Indian Context. Oxford Publishing.
3. Gupta, Seema. Digital Marketing. McGraw Hill
4. Ultimate guide to digital Marketing. Digital Marketer

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

GENERIC ELECTIVES (GE-4): STATISTICS FOR BUSINESS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Statistics for Business (GE-4)	4	3	0	1	Class 12	Mathematics at Class 12

Learning Objectives

The objective of this course is to enable students to:

- Describe data using summary statistics.
- Develop detailed understanding of discrete and continuous distributions.
- Develop skills in statistical computing, statistical reasoning and inferential methods.
- Comprehend and analyse real data like real indices.

Learning outcomes

By studying this course, students will be able to:

- Learn tools and concepts of statistical analysis and interpretation.
- Comprehend fundamentals of probability theory.
- conduct statistical computing, statistical reasoning and use inferential methods.
- Comprehend and analyse real data like real indices.

SYLLABUS OF GE-4

Unit 1: Descriptive Statistics and Exploratory Data Analysis (12hours)

Types of Variables (Quantitative, Qualitative, discrete, continuous), Scales of Data Measurement (nominal, ordinal, Interval & Ratio), Variable-; Primary & secondary Data.

Frequency distributions, Relative Frequency, Cumulative Distributions, Percentiles, Quartiles; Graphical representation of data- bar charts, pie, histograms, box plots.

Univariate Measures Mean, median, mode, Geometric Mean, Harmonic Mean, Weighted Mean & their properties. Selection of a measure of central tendency. Range, inter-quartile range, quartile deviation, mean deviation, standard deviation, variance, coefficient of variance, properties of standard deviation, merits & demerits. Skewness and Kurtosis: Meaning, measures- Karl Pearson, Bowley, Kelly's, Kurtosis- meaning, Moments, Kurtosis

Bivariate Analysis: Cross-tabulations and Scatter diagram; Correlation, Association and linear regressions

Unit 2: Probability and Distributions (12 hours)

Axioms of probability; Review of counting rules, experiments, sample space, simple and complex events; Addition and multiplication rules; Concepts of Mutually exclusive events, independent events; Concepts of Joint, marginal and conditional probability; Permutation and Combinations

Concept of Discrete and continuous Random Variables; Expected value and variance; Examples of Theoretical Discrete and Continuous Probability Distributions – Binomial, Poisson and Normal distributions.

Unit 3: Sampling, Estimation and Hypotheses (15 hours)

Sample Statistics versus population parameters; Definition and Statistical properties of a Random Sample; Point and Interval Estimation and Small Sample Properties of Estimators (unbiasedness, efficiency); Central Limit Theorem. (Interval estimation for mean for large samples)

Basic concepts of Hypotheses Testing: Formulation of Null and Alternate Hypotheses; One-tailed and two-tailed Tests about population Mean; Concepts of Type I and Type II errors. (Hypothesis testing for mean and difference between mean for large samples only)

Unit 4: Index Numbers (6hours)

Index Numbers: Use and construction of Laspeyres and Paasche indexes; Fixed and chain base index numbers; Construction of real indexes: Consumer Price Index and BSE index.

Practical component (30 hours) - Practicals to be based on a spreadsheet package (Microsoft Excel or equivalent) to enable students to execute all the measures and tests taken up in the theory classes in the course.

Essential/recommended readings

1. Spiegel, M.R.(2003). Theory & Problems of Statistics, Schaum's outline series, McGraw Hill.
2. Levin, Richard I. and Rubin, David (1998). Statistics for Management (7th Edition), Pearson.
3. Gupta, S.C. (2018). Fundamentals of Statistics, Himalaya Publishing House
4. Spiegel, M. and Stephens, Larry (2017). Statistics (Schaum's Outline Series), Tata-Mcgraw-Hill, New Delhi

Suggestive readings

1. Nagar, A. L. and Das. R. K.. Basic Statistics (2nd Edition), Oxford University Press
2. Karmel, P. H. and Polasek, M. (1978). Applied Statistics for Economists (4th edition), Pitman.
3. Larsen, Richard J. and Marx, Morris L. (2011). An Introduction to Mathematical Statistics and its Applications. 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-6): INTRODUCTION TO 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		
Introduction to Finance (GE-6)	4	3	1	0	Class 12	None

Learning Objectives

This course aims at providing a comprehensive introduction to:

- Financial system and its primary constituents.
- Sources of finance and time value of money.
- Basics of Investment and various asset classes.
- Key concepts of international financial management.

Learning outcomes

By studying this course, students will be able to:

- Understand the meaning, scope and sources of Finance
- Estimate the present and future values of assets
- Examine the relationship between risk and return, and the nature and sources of risk in a stock market context
- Analyse the currency exchange market to deal exchange rate risk.

SYLLABUS OF GE-6

UNIT - I: A Primer on Financial Markets & Institutions (9hours)

An overview of financial system: characteristics & requirements. Components & functions of financial system. Financial markets: characteristics & types. Types & role of Financial Institutions. An overview of the 2007–2008 Financial Crisis.

Unit 2: Corporate Finance: An Overview (12hours)

Nature, scope and objectives of Finance, Emerging role of Finance Managers in India and Agency problem. Concept & Meaning of Financial Management, goals of financial management, the three financial decisions- Investing, Financing & Dividend.

Sources of Finance: Equity & Preference Capital, Retained earnings, Debt, Bonds, Long term loans, Short term advances from banks, public deposits & advances from customers and trade creditors.

Concept of Time Value of Money, Compound Value, Present Value, Annuity and Perpetuity.

Unit 3: Investment Management: Basics & Process (15 hours)

An overview of investment- Investment process, Types of assets- real & financial. Types of investors, types of financial securities & attributes of a good investment.

Concept of Risk & Return (Single asset), risk-return trade off, types of risk- systematic & unsystematic, types of return-holding period return, expected return, actual return.
Examining four broad asset classes: equity, bonds, mutual funds & derivatives.
Equity- three schools of thought on equity valuation- a brief discussion on fundamental analysis, technical analysis and efficient market hypothesis.
Bonds- types, fundamentals, relationship between interest rates & bond prices & yield curve.
Mutual Funds- meaning, importance, structure, mutual fund schemes, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Exchange Traded Fund (ETF), Equity Linked Savings Scheme (ELSS) and NAV of Fund.
Derivatives - Meaning and Types of Derivative Instruments (Forwards, Futures, Options and Swaps).
Concept of diversification & portfolios. Portfolio Risk & Return (two security only).

Unit 4: A Beginners' Guide to International Finance (9hours)

International Monetary System- development of international finance and how the international monetary system evolved. Currency exchange markets and rates- currency exchange markets, exchange rate quotations, currency exchange rate appreciation and depreciation, factors that affect currency exchange rates and arbitrage. Conducting business internationally. Concept of exchange rate risk.

Essential/recommended readings

1. Bodie, Zvi., Kane, Alex and Marcus, Alan J.. Investments. McGraw Hill.
2. Chandra, P.. Security Analysis and Portfolio Management. Tata McGraw Hill.
3. Pathak, Bharati. Indian Financial System. Pearson.
4. Ronald, W. Melicher and Norton, Edgar A.. Introduction to Finance: Financial Markets, Investment, and Financial Management. Wiley Publishing House. 2012.
5. Rustagi, R.P., Fundamentals of Financial Management. Taxmann.

Suggestive readings

1. Khan, M. Y & Jain P. K., Financial Management: Text and Problems. Tata McGraw Hill. New Delhi.
2. Kohn, Meir. Financial Institutions and Markets. Oxford University Press.
3. Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias, Richard W. Financial Institutions, Markets and Money. Wiley Publications.
4. Madura, Jeff. Financial Markets and Institutions. South Western Cengage Learning.
5. Reilly, Frank K, and Brown, Keith C. Investment Analysis and Portfolio Management. Cengage Learning.

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

GENERIC ELECTIVES (GE-8): ENVIRONMENTAL ECONOMICS 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		
Environmental Economics and Climate Change (GE-8)	4	3	1	0	Class 12	None

Learning Objectives

This course aims at inculcating an understanding of:

- How economic activities are affecting the environment.
- Social value of environmental resources.
- Climate change and its consequences.
- Efficient and effective policy measures for protecting the environment.

Learning outcomes

By studying this course, students will be able to:

- Understand the linkage between environment and economics.
- Learn the basic theories of environmental economics.
- Understand the basic terminologies related to environment and Climate change.
- Analyse the effects of climate change on India and its future plan for environmental protection and mitigation.

SYLLABUS OF GE-8

UNIT - I: Introduction

(8 hours)

Introduction to Environmental Economics, Material Balance model- economy environmental interactions, reasons for environmental degradation (population, technology, GDP), balance between environment and growth.

Unit 2: Economic Growth and Environmental Degradation

(10 hours)

Theories of relationship between economic growth and environmental degradation: The environmental Kuznets curve hypothesis, The Brundtland Curve hypothesis, The environment Daly Curve hypothesis.

Unit 3: Climate Change and its Challenges

(15 hours)

Introduction to the Climate Change, Drivers of Climate Change, Global impacts of Climate Change: Anthropogenic, Global warming, ozone hole, biodiversity loss, ecosystem services, natural capital and resources. Effect of Climate Change on India: Agriculture, Biodiversity, vulnerability of Coastal Belt, Rural Livelihoods and Food Security in India.

Unit 4: Actions Taken and Policy Framework**(12 hours)**

Global Level: Adaptation and Mitigation, Governmental and Intergovernmental Actions to Combat Climate Change: The Role of the Intergovernmental Panel on Climate Change (IPCC), United Nations Framework Convention on Climate Change, The Kyoto Protocol, Paris Agreement etc. The global carbon market (CDM, JI, ET). India's Position on International Climate Negotiations, India's National Action Plan on Climate Change.

Essential/recommended readings

1. Callen, Thomas (2007). Environmental Economics, Thomson Learning Inc. Indian Edition.
2. Dubash, Navroz (2012). Handbook of Climate Change and India: Development, Politics and Governance, Earthscan
3. Bhattacharya, R. N. (ed.) (2001). Environmental Economics, An Indian Perspective, Oxford University Press.

Suggestive readings

1. Romm, J.J. 2018. Climate change: What Everyone Needs to Know. Oxford University Press
2. Dash. S.K. 2008. Climate Change, Cambridge University Press

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

SEMESTER -V
B.A. (Hons) BUSINESS ECONOMICS

DISCIPLINE SPECIFIC CORE COURSE – 13 (DSC-13): BASIC 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		
Basic Econometrics (DSC 13)	4	3	0	1	Class 12	Maths at Class XII level

Learning Objectives

The course aims to:

- To introduce classical and functional forms of linear Regression Model.
- To make statements or hypothesis that are mostly qualitative in nature in multi regression model
- To understand interaction between quantitative and qualitative variables and Use of dummy variables.
- To apply multicollinearity, heteroscedasticity, autocorrelation and specification errors, its detection and corrective measures.

Learning outcomes

By studying this course, the students will be able to:

- To explain key econometric concepts.
- Formulate simple econometric models
- Interpret the regression results obtained from software packages.
- Identify the errors in regression models and rectify the same.
- Analyse the suitability of the data for solving the problem at hand

SYLLABUS OF DSC-13

UNIT-I: The Classical Linear Regression Model

[18hours]

Types of Data: Time Series, Cross Section and Panel Data. Concept of Population Regression Function and Sample Regression Function, Assumptions of the model, Derivation of Coefficients of Regression in a two-variable model, Estimation of the SRF using OLS, Analysis of variance and R squared.

Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Interval estimation and tests on population regression coefficients, variance of population disturbance term and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Extensions of the Two Variable Linear Regression Model: Regressions through the origin, Scaling of Variables and Regression on Standardized Variables. Functional forms of Linear Regression Models: The double log, semi-log, reciprocal, log- reciprocal models with applications.

Unit 2: Multiple Regression Model

[12hours]

Coefficients of regression in a multi variable model and their properties. Interval estimation, tests on population regression coefficients and model significance. Correlations, Goodness of fit and the Adjusted R square. Hypothesis testing for significance of the contribution of a variable, structural stability, restricted least squares.

Unit 3: Dummy Variable Regression Models

[6hours]

Intercept, Slope Dummy variables. Interaction between qualitative variables. Interaction between quantitative and qualitative variables. Use of dummy variables in testing for structural change and for seasonal indices.

Unit 4: Relaxing the Assumptions

[9hours]

Introduction to multicollinearity, heteroscedasticity, autocorrelation and specification errors. The nature of the problem, its detection and corrective measures.

Practical Component (30 hours) : Practicals to be based on an econometric software (e.g., Gretl/SPSS/PSPP). The student is expected to implement using the software, all the regressions and tests noted in the syllabus. An econometric project to be taken up and assessed as part of the practical internal assessment.

Essential/recommended readings

1. Gujarati, D. and Sangeetha, N. (2007) Basic Econometrics. Fourth Edition, Tata McGraw-Hill, New Delhi
2. Dougherty, Christopher. (2011). "Introduction to Econometrics," Oxford University Press,
3. Wooldridge, J. M. (2006). Introductory Econometrics: A modern approach. Mason, OH: Thomson/South-Western.

Suggested readings

1. Asteriou, D., & Hall, S. G. (2011). Applied econometrics. Palgrave Macmillan.
2. Brooks. Chris.(2008) Introductory Econometrics for Finance, Second Edition Cambridge University Press

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): ORGANISATIONAL BEHAVIOUR

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Organisational Behaviour (DSC 14)	4	3	1	0	Class 12	None

Learning Objectives

This course aims at:

- To explain core concepts of organizational behaviour
- To apply motivation theories and analysis of interpersonal relationships
- To apply leadership theories to understand leadership traits and issues
- To manage conflict and enhance well being at workplace

Learning outcomes

By studying this course, the students will able to:

- Understand the importance of organizational behaviour as a field of study.
- Understand the role of perception, personality and learning in explaining Individual behaviour and to Apply different motivational theories and leadership styles to increase the productivity and job satisfaction of employees.
- Understand the foundations of group behaviour and the framework for organizational change and development.
- Identify methods to enhance individual and Organizational wellbeing and resolve organizational problems.

SYLLABUS OF DSC-14

UNIT - I: Core Concepts in Organisational Behaviour

(12hours)

Conceptual Foundations and Importance of organizational behaviour. Perception and Attribution: Concept, Factors affecting Perception, Attribution theory, Perceptual Organization and Errors in Perception. Personality: Concept, Factors affecting personality and Theories. Learning: Concept and Theories of Learning, Concept of Reinforcement, Schedules of Reinforcement.

Unit 2: Motivation, Interpersonal Relations and Change Management(12hours)

Motivation: Concepts and their application, Content theories (Maslow, McClelland and Herzberg's Theories); Process theories (Expectancy theory, Equity theory). Analysis of

Interpersonal Relationship: Transactional Analysis, Johari Window. Organisational Change: Concept, Resistance to change, managing resistance to change, Kurt Lewin Theory of Change.

Unit 3: Leadership and Group Processes

(9 hours)

Leadership: Trait Approach, Behavioural theories (Ohio and Michigan State Studies, and Blake & Mouton's Managerial grid), and Contingency theories (Fiedler's Contingency Model, Hersey & Blanchard's Situational Leadership Model) Contemporary Leadership issues: Charismatic, Transactional and Transformational Leadership. Groups and Teams: Definition, Stages of Group Development, Group Processes-Group Cohesiveness, Group Think, Group Shift.

Unit 4: Managing Conflict and Enhancing Wellbeing

(12 hours)

Organisational Power and Politics: Concept, Sources of Power, Tactics to gain power in Organizations. Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict. Well-being at Work: Importance and Impact of employee emotions and emotional intelligence in organisations. Work stress and its management.

Essential/recommended readings

1. Stephen P. Robbins, T. A. Organisational Behavior. Pearson.
2. Aswathappa, K., & Reddy, G. S. Organisational behaviour (Vol. 20). Mumbai: Himalaya Publishing House.
3. Luthans, Fred, Organisational Behaviour, Tata Mc Graw Hill.
4. Singh, Kavita, Organisational Behaviour, Pearson.
5. Greenberg Jerald and Baron Robert, A. Behavior in Organisations: Understanding and Managing Human side of work. Prentice Hall of India

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

DISCIPLINE SPECIFIC CORE COURSE – 15 (DSC-15): INDUSTRIAL ECONOMICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Industrial Economics (DSC 15)	4	3	1	0	Class 12	None

Learning Objectives

The course aims to:

- To understand basics of industrial economics and its scope
- To understand concept and theories of market structure.
- To analyse issues related to market conduct like Entry and Exit Barriers, Pricing Behavior, Research and Innovation, Mergers and Acquisitions and Legal Tactics.
- To explore the role of public policy in Indian industries

Learning outcomes

By studying this course, students will be able to:

- Enable the student to understand how the Industries Function in the real world
- Understand what is market concentration and how does it affect market power
- Know how different strategies are used, under the structure-conduct-performance paradigm, by the firms to maximize their market power.
- Know the importance of regulatory public policy in oligopolistic market, in order to ensure maximum consumer welfare.

SYLLABUS OF DSC-9

UNIT - I: Structure- Conduct- Performance Paradigm (12 weeks)

Basic understanding of Industrial Economics, Scope of Industrial Economics, Structure-Conduct- Performance Model, Different School of Thoughts, Theory of Firm and basic conditions of Demand and Cost.

Unit 2: Market Structure and Concentration (12hours)

What is Market Concentration, Theories of Measurement of Concentration, Deterministic and Stochastic Approach, Lerner and Herfindahl Index, Product Differentiation, Horizontal, Vertical and Conglomerate Mergers, Vertical Integration.

Unit 3: Market Conduct (12hours)

Entry and Exit Barriers, Pricing Behavior, Advertising, Product Strategy, Research and Innovation, Mergers and Acquisitions, Legal Tactics.

Unit 4: Public Policy and Indian Industries

(9hours)

Role and Importance of Industry Regulation, Regulation of Natural Monopoly, Antitrust Legislations and Indian Industries, Social Concerns and Advertising.

Essential/recommended readings

1. Cabral Luis M.B. (2017). Introduction to Industrial Organization. 2ndEdn. Cambridge, MA: MIT Press
2. Carlton, D.W. and J. M. Perloff. (2005). Modern Industrial Organization. Pearson
3. Shy, Oz. (1996). Industrial Organization: Theory and Applications. The MIT Press.
4. Waldman D.E. and E. J. Jensen. (2019). Industrial Organization: Theory and Practice.

Suggestive readings

1. Tremblay, Victor J., and Carol Horton Tremblay. (2012), "New Perspectives on Industrial Organization", New York: Springer.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 1 (DSE-1): INCOME TAX LAW AND PRACTICE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Income Tax Law and Practice (DSE1)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at

- Introducing basic definitions in Income Tax Act
- Computing taxable income under the heads Salaries and House Property
- Calculate Profits and Gains of Business or Profession, Capital Gains and Income from other sources
- Understand deductions from gross taxable income and filling of returns.

Learning outcomes

By studying this course, the students will be able to:

- Understand the Process of determination of taxable income
- Apply the deductions to taxable income as per the latest provisions of Income-tax Act, 1961
- Acquire the skill of Filling Basic Returns of Income Tax

SYLLABUS OF DSE-1

Unit 1: Introductory Concepts

(3 hours)

Permanent Account Number (PAN), Assessment Year, Previous Year, Person, Assessee, Gross Total Income, Total income and its computation, Tax Rates, Residential status; Relationship between Residential Status and Incidence of Tax. Incomes Exempted under section 10.

Unit 2: Computation for “Salaries” and “Income from House Property” (15 hours)

Income under the head “Salaries”: Meaning of Salary, basis of charge, Allowances, Perquisites, permissible deductions from salary income, Deduction under Section 80 C.

Income under the head “Income from House Property”: Basis of charge, income from let out house property, income from self-occupied property.

Unit 3: Computation for 'Profits and Gains of Business or Profession', 'Capital Gains' and 'Income from other sources' (15 hours)

Profits and gains of business or profession: Basis of charge, important rules regarding assessment of PGBP, computation of Profits from Business or Profession, deductions expressly allowed, expenses expressly disallowed.

Capital gains: basis of charge, meaning of capital asset, cost of acquisition, improvement and indexation, exemptions for capital gains arising from transfer of Capital Assets, calculation of tax on short-term and long-term capital gains.

Income from other sources: basis of charge, dividend, winnings from lotteries, crossword puzzles, etc., interest on securities, advance money received for transfer of a capital asset, permissible deductions.

Unit 4: Computation of Total Income and Tax Liability (12 hours)

Computation of total income; Deductions from gross total income under section 80 C to 80 U; Rebates and reliefs; Set-off and carry forward of losses (Concept only), Concept of advance payment of Tax and Deduction of Tax at Source. Computation of Taxable Income and liability of Tax. e-Filing of Returns: ITR-1 (SAHAJ) and ITR-2

Essential/recommended readings

1. Ahuja, G. and Gupta, R. Simplified Approach to Income Tax. Flair Publications (P) Ltd.
2. Singhania, V.K. and Singhania, M. Students Guide to Income Tax. Taxmann Publications (P) Ltd.

Software which will be used for teaching are

1. 'Excel Utility' available at incometaxindiaefiling.gov.in
2. Vinod Kumar Singhania, e-filing of Income Tax Returns and Computation of Tax Taxmann Publication (P) Ltd, New Delhi. (Latest version)

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 3 (DSE-3): ENTREPRENEURSHIP

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Entrepreneurship (DSE 3)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at:

- To introduce the concept of entrepreneurship and its role in the economy
- To launch an Entrepreneurial Venture and writing a business plan
- To identify and explore legal and financial requirements of a business
- To understand the role and creativity in sustainable Business

Learning outcomes

By studying this course, the students will be able to:

- Develop critical thinking, problem solving skills and entrepreneurial mind-set in students.
- Enhance the understanding of the entrepreneurial process from idea generation, to concept development and creation of the venture.
- Enable the understanding of the business models, legal aspects of enterprise and writing a business plan.
- Apprise students with ways to finance and scale up the business.

SYLLABUS OF DSE-2

Unit 1: Introduction to Entrepreneurship

(9 hours)

Concept of Entrepreneurship; Attributes of Entrepreneur; Distinction between entrepreneur and manager; Concept of corporate entrepreneurship/ intrapreneurship; Concept of social entrepreneurship; Role of entrepreneurship for an economy; Understanding business model strategy; Legal forms of enterprise; case study discussion on entrepreneurs, intrapreneurs, business models

Unit 2: Launching Entrepreneurial Venture

(12 hours)

Identification of opportunities and Idea generation and screening methods- Brainstorming, mind-mapping, story-telling, SCAMPER, attribute listing, focus group interviews, customer

feedback; Feasibility studies- Marketing, Financial, Technical, Socio-economic Feasibility;
Writing Business Plan

Unit 3: Legal and Financial Aspects

(12 hours)

Legal requirements of business (Basic concept and relevance of patents, copyrights, and trademark); Financing- Start-up phase financing, growth stage financing, Maturity-phase financing; angel investment and venture capital, other forms of external financing; case study discussion on financing a venture

Unit 4: Sustaining and Scaling Up

(12 hours)

Keeping the entrepreneurial spirit alive- Challenges and remedies, Role of creativity and innovation, Barriers to entrepreneurship, Concept of sustainability, Ethical Perspectives; Introducing Shared Innovation into the Business Model; Evolution of CSR from Compliance to Sustainable Entrepreneurship; How to Design CSR Strategies that Optimize Impact for Business and Society

Essential/recommended readings

1. Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow Your New Business
2. Hisrich, R. D. International entrepreneurship: starting, developing, and managing a global venture. Sage Publications.
3. Sharma, S., Starik, M., & Wuebker, R. Sustainability, innovation and entrepreneurship: introduction to the volume.

Additional References:

1. Blank, S., Andreessen, M., Hoffman, R., & Sahlman, W. A. (2018). HBR's 10 Must Reads on Entrepreneurship and Startups (featuring Bonus Article "Why the Lean Startup Changes Everything" by Steve Blank). Harvard Business Press.
2. Drucker, P. (2014). Innovation and entrepreneurship. Routledge.
3. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.
4. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 5 (DSE-5):

Investment and Portfolio Optimization

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 and Portfolio Optimization (DSE 5)	4	3	1	0	Class 12	None

Learning Objectives

This course aims at:

- Provides a broad overview of investment and risk associated with it
- Measurement and analysis of return and risk of an equity on the basis of fundamental and technical analysis
- Understand bond fundamentals and interest rate theories
- Construction, analysis and evaluation of a portfolio of securities.

Learning outcomes

By studying this course, the students will be able to:

- Provide a theoretical and practical background of investments valuation
- Do valuation of equity and debt instruments
- Analyse and manage the bond as well as equity portfolios in the real world.
- Understand how to measure the portfolio performances

SYLLABUS OF DSE-5

Unit 1: Basics of Investment

(6 hours)

Investment alternatives and objectives, investment, gambling, speculation, introduction to risk – return trade off: types of risks, sources of risks, measures, analysis, determinants of required rates of return and relationship between risk and return. Types of returns: Holding Period Return (HPR) & Compound Annual Growth Rate (CAGR). Attributes of a good investment. Types of assets: Real Assets versus Financial Assets. Investment Process.

Unit 2: Analysis of Equity

(12hours)

Measurement of return and risk of equity shares. Approaches to equity analysis, Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach). Valuation based on other ratios-P/B ratio, Price to Sales ratio and Price to Cash flow ratio. Technical Analysis – Concept, market indicators and specific stock indicators.

Random Walk Theory & Efficient Market Hypothesis (EMH): Forms, empirical evidence and tests.

Unit 3: Analysis of Bonds

(12hours)

Bond fundamentals, types of bonds & risks in bonds. Valuation of bonds. Bond yields-current yield and Yield-to-maturity (YTM). Bond price-yield relationship, analysis of risks in bonds-duration and modified duration. Theories of term structure-Expectations theory, Segmented markets theory and Liquidity Preference theory. Yield curve.

Unit 4: Portfolio Construction, Management and Evaluation

(15hours)

Modern Portfolio theory: Diversification & portfolio risk, Harry Markowitz model, measurement of portfolio risk and return, measurement of co-movements in security returns, calculation of portfolio risk, efficient frontier and optimal risky portfolio. Riskless lending & borrowing and capital market line.

Capital Asset Pricing Model: Development of the CAPM, assumptions, beta and security market line. Sharpe's Single Index Model. Portfolio performance evaluation- Sharpe's index, Treynor's Index, Jensen's alpha, and Information ratio.

Note: Some case studies related to above topics are required to be discussed.

Essential/recommended readings

1. Bodie, Zvi., Kane Alex and Alan J. Marcus. Investments. McGraw Hill.
2. Chandra, P. Security Analysis and Portfolio Management. Tata McGraw Hill.
3. Francis. J.C. & Taylor, R.W. Theory and Problems of Investments. Schaum's Outline Series. TMH. New Delhi,
4. Fischer, Donald E. and Ronald J. Jordan. Security Analysis and Portfolio Management. PHI Learning.
5. Pandian, Punithavathy. Security Analysis and Portfolio Management. 2nd Edition. Vikas Publishing House. New Delhi
6. Reilly, Frank K, and Brown, Keith C. Investment Analysis and Portfolio Management. Cengage Learning.
7. Rustagi, R.P. Investment 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 COURSE 7 (DSE-7): Monetary Economics

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Monetary Economics (DSE 7)	4	3	1	0	Class 12	None

Learning Objectives

This course provides the student the knowledge of:

1. Forms of money and its measures and associated theories
2. Money and capital markets, Financial products, institutions and crises
3. Interest rates, their determination and associated theories
4. Structure and role of the banking system and its reforms
5. Monetary theory, monetary policy, its goals and current practice in India

Learning outcomes

By studying this course, the students will be able to:

- Develop a critical understanding of functioning of financial institutions, markets and instruments and how growth of the real economy is interspersed with financial innovation and crisis.
- Learn an important learning outcome relates to aspects with regard to banks and capital markets as they constitute significant components of a financial system.
- Develop an understanding of theory of monetary policy and how it is conducted in India by Reserve Bank of India.
- Develop some basic understanding of few current issues including demonetization, cryptocurrency and problems faced by the banking sector in their appropriate contexts.

SYLLABUS OF DSE-7

Unit 1:

(8 hours)

Concept, functions and measurement, and Theories of Money Supply Determination, Demonetization and Cryptocurrency.

Unit 2:

(15 hours)

Financial Institutions, Markets. Instruments and Financial innovation. Role of Financial Markets and Institutions; problems of asymmetric information, adverse selection and moral hazard, financial crisis. Money and Capital Markets, Organization, Structure and Reforms in India: Role of Financial Derivatives and other Innovations.

Unit 3: (8 hours)
Interest rates Determination, Sources of interest rate differentials, Theories of Term Structure of Interest rates, Interest rates in India.

Unit 4: (8 hours)
Banking System, Balance Sheet and Portfolio Management, Indian Banking System, Changing role and Structure, Banking Sector Reforms.

Unit 5: (6 hours)
Central Banking and Monetary Policy, Functions, Balance Sheet, Goals, Targets (operating, intermediate and final), Indicators and instruments of monetary control, Tinbergen's theorem, Inflation targeting, monetary management, current monetary policy in India.

Essential/recommended readings

1. Fabozzi F Jet al(2009): Foundations of Financial Markets and Institutions, Pearson
2. MishkinF S , Eakins S G,Jayakumar T , Pattnaik R K (2017): Financial Markets and Institutions, Pearson.
3. Dua, P(2020), "Monetary Policy Framework in India", Indian Economic Review, Vol. 55, Issue 1, June 2020
4. Jadhav,Narender: Monetary Policy,Financial stability and Central Banking in India Macmillan,New Delhi,India
5. Kaul,Vivek(2020) Bad money: inside the NPA Mess and how does it threaten the Indian Banking System, Harper Collin Publisher India
6. Ghate, C., & Kletzer, K. M. (Eds.). (2016). Monetary policy in India: A modern macroeconomic perspective. Springer
7. Chibber, Ajay, Salman, Soz, Anees(2021) India's Financial Sector: A Whodunnit
8. EDs in Unshackling India. Haper Collins Publishers India.
9. Report of the Working Group: Money Supply Analytics and Methodology of Compilation, 1998 Annual Report; Master Circular - Prudential Norms on Capital Adequacy - Basel I Framework - 2011; RBI Bulletin; Report of Currency and Finance (latest).
10. Various publications of RBI and other agencies / institutions
11. Raghuram_Rajan_Committee_on_Financial_Sector_Reforms

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 9 (DSE-9): International Economics

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Economics (DSE 9)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at:

- To explain ancient view of International trade and production and consumption gains from trade
- To analyse the working of H-O theory and new trade theory
- To understand the international trade policies and its impact on trade
- To Understand the functioning of WTO and its implications for India.

Learning outcomes

By studying this course, the students will be able to:

- Understand basic theories of International Trade and the terms used therein.
- Understand trade policies and instruments used to control international trade.
- Understand what is WTO and how does it affect international trade?
- Understand various concepts related to Regionalism and Integration and their importance.

SYLLABUS OF DSE-9

Unit 1: International Trade Theories (12 hours)

International trade as an Engine of Growth, Ancient view of International Trade, Theory of Mercantilism, Absolute Advantage theory, Comparative Advantage Theory, Opportunity cost theory of trade, Autarky Equilibrium, Production and Consumption Gains from Trade.

Unit 2: Modern Theories of Trade (12 hours)

Introduction, H-O theory- Assumptions, General Equilibrium framework, the working of H-O theory, Factor price equilibrium theorem, Income Distribution effects of H-O theory, Empirical implications of H-O theory, Leontief Paradox, Factor Intensity Reversal, New trade theories (Difference in technology, Economies of Scale and Monopolistic Competition and Trade)

Unit 3: International Trade Policies and Practices (12 hours)

Trade Policy Instruments, Tariffs Barriers, Import Tariff- It's effect and measurement, Non-Tariff Barriers- Import Quotas, Voluntary Export Restraints, Anti-Dumping, Economic Integrations, Regional groups – EU, NAFTA and SAARC/ ASEAN, Theory of Customs Union - Impact of customs union on trade- trade creation and diversion. Import Substitution and Export Promotion.

Unit 4: WTO and Trade

(9 hours)

What is WTO, Objectives, Principles, Areas of Function of WTO, Role of WTO in trade, Foreign Trade Policy of India, The Sanitary and Phyto Sanitary Agreement (SPS) of WTO and Its Implications for India, India & World Trade Organization (WTO): WTO Agreement on Agriculture.

Essential/recommended readings

1. Salvatore, D. (Edition 2008) , International Economics, Pearson Education : New Delhi
2. Krugman Paul R. & Obstfeld M. (2013) : International Economics:- Theory and Policy (IXth Edition), Pearson Education , New Delhi.
3. Cherunilam Francis (1998) :International Economics (Vth Edition), McGraw Hill Education (India) Pvt Ltd.
4. WTO and its implications on Indian Agriculture, National Institute of Agricultural Extension Management (MANAGE), Hyderabad.

Additional References:

1. Appleyard Dennis R.; Cobb Steven; Field Alfred J. (2010). International Economics (Vth Edition), McGraw Hill Education (India) Pvt Ltd.
2. Thompson, Henry(2010): International Economics – Global markets and competition 2nd Edition Singapore; Hachensack, N.J: World Scientific.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 11 (DSE-11): Understanding Consumers

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Understanding Consumers (DSE 11)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at:

- To understand psyche of a consumer and his personality traits
- To apply theories to learn and predict consumer behaviour
- To learn culture role and dynamics of Family and Consumer socialization
- To analyse consumer decision making process and diffusion of innovation

Learning outcomes

By studying this course, the students will be able to:

- Understand personality theories and their applications to consumer psychology.
- Analyse consumer perception in advertising through psychology based theories of perception.
- Understand behavioural learning theories and consumer attitude formation in the context of advertisements.
- Understand the role of opinion leaders, family and culture in consumer decisions.
- Identify the use of consumer behaviour concepts in prevalent advertisements.

SYLLABUS OF DSE-11

Unit 1: Personality, Perception and Positioning (12 hours)

Freudian Theory, Neo-Freudian theory of personality; Personality traits; Anthropomorphism; Self-Perception; Sensory information, Absolute and differential thresholds; Perceptual Selection, Perceptual Organisation, Interpretation of cues and imagery, Risk perception; Positioning and Repositioning (including use of perceptual mapping).

Unit 2. Consumer Learning and Attitude (12hours)

Elements, Behavioural learning theories (Classical, Instrumental, Observational); Information processing; Cognitive learning theory, Consumer involvement and hemispheric lateralisation; Recognition and recall measures. Consumer attitude formation; Tri-

component attitude model; Attitudes motivational functions; Elaboration Likelihood Model; Cognitive dissonance and conflict resolution; Causality and attribution theory.

Unit 3. Persuasion, Social Setting and Culture (9hours)

Broadcasted versus Addressable messages, message structure, persuasive appeals; Credibility and persuasive power of reference groups, Opinion leaders (influencers), Word-of-mouth strategic applications
Family and consumer Socialization; family decision making and members' roles; Culture's role and dynamics; Learning Cultural Values; Measuring values; Core values.

Unit 4. Consumer Decision-Making and Diffusion of Innovations (12 hours)

Consumer decision making: need recognition, decision spectrum, pre-purchase search, evaluation, decision rules, rules and marketing strategy, incomplete information, post-purchase evaluation- brand loyalty, disconfirmation of expectations; Consumer gifting behaviour; Diffusion, Types of innovation, Features affecting adoption, Adoption process.

Essential/recommended readings

1. Schiffman, Leon G., Kanuk, Leslie Lazar.,Kumar, S. Ramesh. Consumer Behaviour. 12th ed. Pearson Publications.

Additional References:

1. Hawkins, Roger J., Best, Kenneth A., Coney. Consumer Behaviour: Building Marketing Startegy. Tata McgrawHill.
2. Solomon, Michael. Consumer Behaviour: Buying, Having and Being. 12th ed. Pearson Publications.
3. Nair, Suja. Consumer Behaviour in Indian Perspective. Himalaya Publications.
4. Kumar, S Ramesh. Conceptual Issues in Consumer Behaviour. Pearson Publication.
5. Sheth, Jagdish N., Mittal, Banwari. Customer Behaviour: A Managerial Perspective. Thomson Publication.

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 OFFERED BY THE DEPARTMENTS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

GENERIC ELECTIVES (GE-1): PRINCIPLES OF ECONOMICS

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Principles of Economics (GE 1)	4	3	1	0	Class 12	None

Learning Objectives

This course aims

- To offer basic understanding of the basic principles of micro economics like problem of scarcity and choice, demand and supply, elasticity.
- To introduce students with basic consumer theory,
- To introduce students with production and cost concept
- to expose the student to the basic principles and concepts in Macroeconomic variables -- GDP, consumption, savings, investment, money and credit etc.
- To learn measurement of national income and related aggregates; nominal and real income
- To determine actual and potential GDP
- To understand the functioning of money market

Learning outcomes

By studying this course, students will be able to:

- Understand the principles of economics of the modern economy.
- Understand the consumer theory, production, and costs etc.
- Understand the basic principles of macroeconomics, national income accounting and determination of GDP.
- Understand the functioning of the money market.

SYLLABUS OF GE-1

Unit 1: Introduction

(6 hours)

Problem of scarcity and choice: scarcity, choice and opportunity cost; production possibility frontier; economic systems.

Demand and supply: law of demand, determinants of demand, shifts of demand versus movements along a demand curve, market demand, law of supply, determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium.

Applications of demand and supply: price rationing, price floors, consumer surplus, producer surplus.

Elasticity: price elasticity of demand, calculating elasticity, determinants of price elasticity, other elasticities.

Unit 2: Consumer Theory (9 hours)

Budget constraint, concept of utility, diminishing marginal utility, Diamond-water paradox, income and substitution effects; consumer choice: indifference curves, derivation of demand curve from indifference curve and budget constraint.

Unit 3: Production and Costs (9 hours)

Production: behaviour of profit maximising firms, production process, production functions, law of variable proportions, choice of technology, isoquant and isocost lines, cost minimizing equilibrium condition.

Costs: costs in the short run, costs in the long run, revenue and profit maximizations, minimizing losses, short run industry supply curve, economies and diseconomies of scale, long run adjustments.

Unit 4: Introduction to Macroeconomics (6 hours)

What is macroeconomics, Macroeconomic issues in an economy.

Unit 5: National Income Accounting (6 hours)

Concepts of GDP Aggregates and National Income; measurement of national income and related aggregates; nominal and real income; GDP and welfare and the limitations of the GDP concept.

Unit 6: Determination of GDP (6 hours)

Actual and potential GDP; aggregate expenditure; consumption function; investment function; equilibrium GDP; concepts of MPS, APS, MPC, APC; autonomous expenditure; Concept of multiplier.

Unit 7: Money and Credit (3 hours)

Money in a Modern Economy: Concept of money in a modern economy; monetary aggregates; demand for money; quantity theory of money; liquidity preference and rate of interest; money supply and credit creation; monetary policy

Essential/recommended readings

1. Case, K.E., Fair, R. C., and Oster, S. E. (2017). Principles of Economics (12th Ed.). Pearson.
2. Dornbusch, R., Fischer, S. and Startz. R. Macroeconomics (11th Edition). McGraw-Hill.
3. Mankiw, N.G. (2021). Principles of Economics, (9th Edition). Cengage Learning.

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

GENERIC ELECTIVES (GE-3): LEGAL ENVIRONMENT OF BUSINESS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Legal Environment of Business (GE 3)	4	3	1	0	Class 12	None

Learning Objectives

The course intends:

- To familiarize the student with the concept and essentials of Indian Contract act which govern business for its efficient conduct and to apply them in real life situations.
- To explain the meaning, nature and incorporation of a company.
- To make students understand and apply the provisions of Sale of Goods Act and Consumer Protection Act.
- To recognize and articulate legal principles related to Limited Liability Partnership and Information Technology Act.

Learning outcomes

By studying this course, students will be able to:

- Understand the basic rules and provisions of Contract and Agreements.
- Know the provisions to Formation and functioning of company and LLP.
- Understand the significance and role of law of sale of goods act
- Apply the law correctly to different facts and in different contexts

SYLLABUS OF GE-3

Unit 1: Indian Contract Act

(12 hours)

Meaning and Essentials of a Contract; Valid, Void and Voidable Contract; Offer and Acceptance; Consideration; Capacity of Parties; Free Consent; Discharge of Contract and Remedies for Breach of a Contract.

Unit 2: Companies Act

(12 hours)

Meaning and Nature of Company; Promotion and Incorporation of a Company; Memorandum of Association; Articles of Association; Misleading Prospectus and remedies available to the parties; Board of Directors and their qualification, duties, powers. Company Meetings and Resolutions.

Unit 3: Sale of Goods Act and Consumer Protection Act

(12 hours)

Essentials of a Contract of Sale; Sale and Agreement to Sell, Conditions and Warranties; Transfer of Title by Non-Owners; Doctrine of Caveat Emptor; Rights of Unpaid Seller. Consumer Protection Act 2009: Scope and Applicability of the Act. Rights of consumer. Procedure for complaints. Duties and power of Central Consumer Protection Authority.

Unit 4: Limited Liability Partnership Act and IT Act

(9 hours)

Meaning and nature of LLP; LLP and Company; LLP Agreement, Partners and Designated Partners, Incorporation of LLP; Partners and their Relations, Extent and limitation of liability of LLP.

Information Technology Act 2000: Concept and role; Digital signature, Electronic governance, Attribution, Acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences.

Essential/recommended readings

1. Bansal, V & Arora, A. Corporate Laws. Vikas Publishing, House (P) Ltd. New Delhi.
2. Kuchhal M.C & Vivek K. Business Legislation for Management. VIKAS Publishing House (P) Ltd.
3. Kumar, A. Corporate Laws. International Book House (P) Ltd.
4. Bare Acts relating to the laws.

Suggestive readings

1. Chadha, R., Chadha, S. Corporate Laws. Mayur Paperbacks. New Delhi.
2. Maheshwari & Maheshwari. Business Law. National Publishing House. New Delhi.
3. Singh, Avtar. The Principles of Mercantile Law. Eastern Book Company. Lucknow.
4. Tulsian, P.C. Business Law. Tata McGraw Hill. New Delhi.

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

GENERIC ELECTIVES (GE-5): QUANTITATIVE TECHNIQUES IN MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Total Hours of Teaching	Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice			
Quantitative Techniques in Management (GE 5)	4	3	1	0	45	Class 12	None

Learning Objectives

To apprise students:

- To understand the concepts, formulation and interpretation of linear programming methods and its application in diverse problems.
- To formulate and solve Transportation and Assignment problems
- To understand basic concept, construction of the Network diagram and Critical Path Analysis
- To introduce game theory and network analysis forms part of the course.

Learning outcomes

By studying this course, students will be able to:

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimization problems.
- Develop critical thinking and use PERT and CPM techniques to improve decision making.

SYLLABUS OF GE-5

UNIT - I: Introduction - Operations Research, Linear Programming (15 hours)

- (i) Introduction to Operations Research, characteristics, Phases, Methodology, Applications and scope
- (ii) Formulation of Linear Programming problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Special cases, Big-M method and Two-phase method; Duality (emphasis on formulation & economic interpretation); Sensitivity Analysis. (Excel Solver application)

UNIT - II: Transportation and Assignment Problem (12 hours)

- (i) 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.
- (ii) Assignment Problem: Hungarian Method, Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.

UNIT - III: Network Analysis (9 hours)

Basic Concept, Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), probability consideration in PERT (Interface with Project Management open-source software)

UNIT - IV: Decision Theory:

(9 hours)

Decision making environment, Construction of Pay off Table, Opportunity Loss Table, Decision under uncertainty. Decision under Conflict: Game Theory, Two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point - Mixed strategy, Dominance Rule.

Essential/recommended readings

1. Vohra, N.D., Quantitative Techniques in Management (5th ed.). Tata McGraw Hill
2. Swarup, K., Gupta, P.K. and Mohan, Man, Introduction to Management Science Operations Research (19th ed.). Sultan Chand & Sons.
3. Sharma, J.K., Operations Research: Theory and Applications (6th ed.). Trinity.
4. Taha, H.A., Operations Research: An Introduction (9th ed.). Pearson.

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

GENERIC ELECTIVES (GE-7): ECONOMICS OF STARTUPS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Economics of Startups (GE 7)	4	3	1	0	Class 12	None

Learning Objectives

To apprise students:

- To give an overview of startups and its types that would help students to understand basics of starting up new ventures.
- To build and create a successful Business Plan
- To understand various Business models and learn startups
- To familiarize with central and state level institutions supporting small business enterprises.

Learning outcomes

By studying this course, students will be able to:

- Understand the process and working of a startup.
- Identify the different ways in which entrepreneurs manifest in start-ups.
- Know how to create one's own business venture and the various factors that influence successful set-up and sustainable operations.
- Explore the funding and other institutions supporting small business units.

SYLLABUS OF GE-7

UNIT - I: Startup, Generation & Experimentation (9 hours)

Concept of Startup, Role of digital technologies, Startup ecosystems, the startup movement in India; Generating a value proposition, how valuable are new ideas, Design thinking principles; Experimenting with the prototype, Introduction to lean start-ups, Lean startup principles, Learning and failing fast.

UNIT - II: Building the Business Plan (15 hours)

Beginning Considerations: Building a competitive advantage. The strategic management processes. Conducting a feasibility analysis. Forms of Business ownership. Franchising and entrepreneurship. Buying an existing business, marketing and financial considerations: Building a powerful marketing plan. E-commerce and Entrepreneur. Pricing strategies. Creating a successful financial plan. Choosing the right location and layout.

UNIT - III: Crafting business models and Lean Start-ups (12 hours)

Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analysing business models; Business model canvas, Business Pitching.

UNIT - IV: Institutions Supporting Small Business Enterprises and Ethics (9 hours)

Central level institutions. State level institutions. Other agencies. Industry Associations. Class exercise- discussions on current government schemes supporting entrepreneurship and finding out which scheme will most suit the business plan devised by the student. Importance of Ethical Entrepreneurship, value of ethics to an entrepreneur.

Essential/recommended readings

1. Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston. Pearson Publications.
2. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A., Entrepreneurship, Tata McGraw Hill.
3. Shukla, M.B., Entrepreneurship and Small Business Management. Kitab Mahal Publishers.

Suggestive readings

1. Hishrich, R.D. and Peters, M. Entrepreneurship. Irwin Publications.
2. Barringer, B.R. and Ireland, R. Duane. Entrepreneurship: Successfully launching new ventures. (6th Edition) Pearson
3. Kuratko, D.F., and Rao, T.V., Entrepreneurship: A South-Asian Perspective. Cengage Publications.
4. Shankar, R., Entrepreneurship: Theory and Practice. Tata McGraw Hill.
5. Kathleen, R Allen. Launching New Ventures: An Entrepreneurial Approach. Cengage Learning.
6. Fisher, Steve and Duane, Ja-Nae. The Startup Equation - A Visual Guidebook for Building Your Startup. Mc Graw Hill Education 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-9): INTERNATIONAL ECONOMICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Economics (GE9)	4	3	1	0	Class XII	NA

Learning Objectives

This course aims at inculcating:

- Basic understanding of fundamentals of international Trade
- An overview of theories of international trade
- Understand the meaning of Balance of Payment and explore the reasons of disequilibrium.
- Determine exchange rates and understand global capital market

Learning outcomes

By studying this course, students will be able to:

- To understand basic concept and origin of International economics through the prism of classical and new classical trade theories
- To understand different terms of trade and their applicability
- To differentiate between Modern and Classical Trade theories.
- To gain knowledge about the foreign exchange markets and its working
- To learn about global capital market

SYLLABUS OF GE-9

UNIT - I: Introduction to International Trade

[12hours]

Globalization and its growing importance in the world economy; Impact of globalization; International business contrasted with domestic businesses; Cost and benefit analysis of tariff, Effective rate of protection and welfare arguments of tariff and developing countries. Foreign direct investment (FDI) in world economy: Trends, Direction, and flow of FDI; Theories of FDI; Political ideology and FDI.

Unit 2: International Trade Theory

[15hours]

World Trade: An overview; Theories of international trade – Mercantilism; Absolute advantage theory, Comparative advantage theory, Factory proportion theory and Leontief paradox, Product life cycle theory, New trade theory, National competitive advantage:

Porter's diamond. International Business Environment: Economic, Demographic, Cultural and Political-legal environment.

Unit 3: Balance of Payment (BoP)

[6hours]

Balance of Payment: Meaning, Components (Current, Capital and Official reserve), Reasons for disequilibrium in BoP, Measures to correct disequilibrium, Understanding India's BoP and comparing it with markets like USA and China.

Unit 4: Foreign Exchange and Global Capital Market

[12hours]

Exchange Rate Determination: Currency Demand and Supply Curves, Factors Affecting Exchange Rate, Global Capital Market: Introduction, Benefits of global capital market, Growth of global capital market, Global capital market risk, Eurocurrency market, Global bond market, Global equity market, Exchange rate risk, Managing exchange rate risk, Methods of Financing International Trade.

Essential/recommended readings

1. Hill, C. (2021). International business: Competing in the global market place (13th Edition). *Strategic Direction*.
2. Krugman, P. R., & Obstfeld, M. (2009). International economics: Theory and policy. Pearson Education.
3. Levi, M.D. (2009). *International Finance* (5th Edition), Taylor and Francis Ltd.
4. Madura, J. (2020). *International financial management*. Cengage Learning.

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

GENERIC ELECTIVES (GE-11): ECONOMIC POLICY FRAMEWORK

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Economic Policy Framework (GE11)	4	3	1	0	Class 12	None

Learning Objectives

This course will help students

- to understand the importance, meaning and objective of macroeconomic policies
- to understand role and effect of fiscal policy and government expenditure
- to explore role of monetary policy and banking sector in India
- to analyse efficacy of fiscal/monetary policy under fixed and flexible exchange rate

Learning outcomes

By studying this course, students will be able to:

- Learn the basic concept of macroeconomics
- Understand how different parameters of macroeconomics work under Indian economy.
- Understand how monetary and fiscal policy works.
- Know different exchange rate regimes.

SYLLABUS OF GE-11

UNIT - I: Meaning and objectives of economic policy

(8 hours)

Tools and goals (objectives and instruments of policy) Circular flow of income (start with a two sector model and go up to a five sector model); National Income aggregates and the related concepts of national income; input-output table to calculate national income using the income, expenditure and the value added methods.

Unit 2: Fiscal policy

(15 hours)

Objectives and meaning; effect of fiscal policy - role of tax policy (T) and government expenditure (G), Aggregate Demand, Meaning of the multiplier. Government expenditure multiplier and balanced budget multiplier Budget -meaning and purpose - example of India's latest Budget (and various heads). Meaning of fiscal, revenue and primary deficits.

Unit 3: Monetary policy

(12 hours)

Meaning and objectives; money and credit - credit creation and instruments of credit control; Inflation targeting, Banking in India - structure, recent developments; issues of NPAs and how to resolve it.

Unit 4: Exchange rate policy

(10 hours)

Structure of BOP; meaning of current account deficit and trade deficit; exchange rate definition (real and nominal); fixed vs flexible exchange rate, efficacy of fiscal/monetary policy under fixed and flexible exchange rate, effect of a change in exchange rate on the current account (imports and exports); structure of capital account and role of capital outflows and inflows.

Essential/recommended readings

- 1 Gupta G.S (2016), Macroeconomics - Theory and Applications (4th edition). McGraw Hill,
2. Shapiro, Edward (1982), Macroeconomic Theory, 5th edition
3. Mankiw, Gregory N. (2010), Macroeconomics (7th edition), Worth Publishers.
4. Sikdar, Soumyen (2011), Principles of Macroeconomics, Oxford University Press
5. Krugman, P.R., Obstfeld, M. and Melitz, M. (2015). International Economics: Theory and Policy, Pearson Education Limited.
6. Dua, P. (2020). Monetary Policy Framework in India, Indian Economic Review, 55(1), June 2020, pp. 117-154.
9. <http://www.inclusivejournal.in/about.html>.
10. Sengupta, R. and Vardhan, H., Non-Performing Assets in Indian Banks, Economic and Political Weekly, 52(12) March 25, 2017, Money, Banking and Finance Special.
11. Economic Survey, India, latest issue
12. Union Budget Statement, India, Latest issue

Suggestive readings

- 1 Abel, Andrew, Bernanke, Ben and Croushore, Dean (2011). Macroeconomics (7th edition). Pearson
2. Ghate, C., & Kletzer, K. M. (eds.) (2016). Monetary policy in India: A modern macroeconomic perspective. Springer.
3. Kaul, Vivek (2020) Bad Money: Inside the NPA Mess and how it threatens the Indian Banking System, Harper Collins Publisher India.
4. Chhibber, Ajay and Anees, Salman Soz (2021) India's Financial Sector: A Whodunnit. In Unshackling India. Haper Collins Publishers India.

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

SEMESTER VI
B.A. (HONOURS) BUSINESS ECONOMICS

DISCIPLINE SPECIFIC CORE COURSE – 16 (DSC-16): OPERATIONS RESEARCH

CREDIT 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		
Operations Research (DSC 16)	4	3	0	1	Class 12	None

Learning Objectives

The course intends to develop an understanding of:

- (i) linear programming problems and their methods of solution
- (ii) transportation and assignment problems, theory for solution and software methods
- (iii) network analysis, Markov chains and applications
- (iii) a decision making environment and theory of games

Learning outcomes

By studying this course, the students will be able to:

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimization problems.
- Use mathematical software to solve the proposed models
- Develop critical thinking and use PERT and CPM techniques to improve decision making.

SYLLABUS OF DSC-16

UNIT-I: Introduction - Operations Research, Linear Programming, Integer Programming (15 hours)

- (i) Introduction to Operations Research, characteristics, Phases, Methodology, Applications and scope
- (ii) Formulation of Linear Programming problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Special cases, Big-M method and Two-phase method; Duality (emphasis on formulation & economic interpretation); Sensitivity Analysis. (Excel Solver application)
- (iii) Integer programming problem: Formulation, Solution through Gomory's Cut Method, managerial applications.

Unit 2: Transportation and Assignment Problem

(9 hours)

- (i) 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. (Excel Solver application)
- (ii) Assignment Problem: Hungarian Method, Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment. (Excel solver application)

Unit 3: Network and Markov Analysis

(12 hours)

- (i) Network Analysis: Basic Concept, Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), probability consideration in PERT (Interface with Project Management open-source software)
- (ii) Markov Analysis: Assumptions of Markov analysis, construction of matrix of transition probabilities, brand switching analysis, vector of state probabilities, prediction of future market share, equilibrium conditions.

Unit 4: Decision Theory:

(9 hours)

- (i) Decision making environment, Construction of Pay off Table, Opportunity Loss Table, Decision under uncertainty, Decision under Risk: EMV, EOL, EVPI.
- (ii) Decision under Conflict: Game Theory, Two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule; Reduction of $m \times n$ game. (Application of Excel Solver)

Practical Component (30 Hours) : Practicals based on spreadsheet package (Microsoft Excel or equivalent) to enable students to apply all the concepts taken up in the theory classes in the course.

Essential/recommended readings

1. Vohra, N.D, Quantitative Techniques in Management, 5th ed., Tata McGraw Hill.
2. Gupta ManMohan, SwarupKanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons.
3. Sharma J.K., Operations Research: Theory and Applications, 6th ed. Trinity.
4. TahahamdyA., Operations Research: An Introduction, 9th ed., Pearson.

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 (DSC-17): Business Legislation in India

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite for the course
		Lecture	Tutorial	Practical		
Business Legislation in India (DSC 17)	4	3	1	0	Class 12	None

Learning Objectives

The course intends to inform and develop an understanding of:

1. The Indian Contract Act, 1872
2. The Sale of Goods Act, 1930
3. The Companies Act, 2013
4. The Intellectual Property Act, Competition Act and Consumer Protection Act

Learning outcomes

By studying this course, the students will able to:

- Understand the fundamentals of the various legislations for conducting business.
- Able to understand and appreciate the need for different legislations and the amendments thereof.
- Enable the student to initiate their own ventures in the form of entrepreneurs, and Company.
- Relate the legal framework with recent cases in the business world so as to have better understanding of their interpretations.

SYLLABUS OF DSC-17

UNIT - I: Indian Contract Act 1872

(15 hours)

Definition: Essential elements and Kinds of Contracts. Offer and Acceptance: legal rules, lapse and revocation. Consideration: Definition, Essentials and Exceptions. Capacity of Parties: Minor's agreements, Persons of unsound mind and Disqualified persons. Free Consent: Coercion, Undue Influence, Misrepresentation, fraud and Mistake. Discharge of a Contract and its various ways. Kinds of Remedies for Breach of a Contract.

Unit 2: The Sale of Goods Act 1930

(8 hours)

Contract of Sale of Good: Definition and Essentials: Sale and agreement to sell distinguished: Kinds of Goods and concept of price. Conditions and Warranties. Doctrine of caveat emptor and exceptions. Transfer of Property: Concept and Rules. Rights of Unpaid Seller against the goods and buyer.

Unit 3: The Companies Act 2013

(15 hours)

The Company: Definition and Characteristics. Kinds of Companies: On the basis of incorporation and liability of Members. Concept of One Person Company. Difference between Public and Private Company. Formation of a company—promotion, incorporation, on-line registration, commencement of business. Memorandum of Association. Articles of Association. Prospectus: Definition, Issue and Contents. Misleading prospectus and its consequences including remedies. Company Management: Definition of Directors, Legal Position of Directors, Number of Directors and Directorship, Qualification and Disqualification, Appointment and Removal, Powers and Duties of Directors.

Meetings and Resolutions: Types: AGM and EGM, Legal provisions, Requisites of a valid meeting, Voting, Proxy, Resolutions and its types, Minutes. Winding up of a Company – Meaning, Winding up and Dissolution distinguished, Modes and Consequences of Winding Up.

Unit 4: Laws of Intellectual Property, Competition and Consumer Protection (7 hours)

Intellectual Property Act: Patent Act, 1970: Meaning and Types. Patentable and Non- Patentable Inventions. Procedure for obtaining a patent. Trade Marks Act, 1999: Essentials and Definition. Conditions for Registration of Trade Marks. Design Act, 2000: Concept and Registration of Designs. Copyright in Registered Designs. General Provisions relating to design under the Act. Competition Act 2002: Scope and applicability of the Act. Prohibition of Anti- Competitive agreement and abuse of dominant position. Regulation of Combinations. Duties, Powers and Functions of Competition Commission of India
Consumer Protection Act 2009: Scope and Applicability of the Act. Rights of consumer. Procedure for complaints. Duties and power of Central Consumer Protection Authority.

Essential/recommended readings

1. Bansal V and Arora, A. Corporate Laws. Vikas Publishing, House (P) Ltd. New Delhi.

2. Chadha, R. Chadha, S. Corporate Laws. Mayur Paperbacks. New Delhi.
3. Kuchhal M.C & Vivek K. Business Legislation for Management. VIKAS Publishing House (P) Ltd.
4. Kumar, A. Corporate Laws. International Book House (P) Ltd.
5. Bare Acts relating to the laws.

Suggestive readings

1. Arora, S. Business Laws. New Delhi. Vikas Publishing House.
2. Gulsan, S.S. Business Laws. Excel Books.
3. Singh, Avtar. The Principles of Mercantile Law. Eastern Book Company. Lucknow.

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

DISCIPLINE SPECIFIC CORE COURSE – (DSC-18): ENVIRONMENTAL ECONOMICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Environmental Economics (DSC 18)	4	3	1	0	Class 12	None

Learning Objectives

The course intends to develop an understanding of:

- (i) the concept of sustainability and economy-environment interaction
- (ii) public policies to control environmental damage and pollution
- (iii) the use of risk and cost-benefit analysis for environmental conservation
- (iv) global environmental concerns and their protocols

Learning outcomes

By studying this course, students will be able to:

- Provide the basic understanding interaction between environment and economic activities
- Understand sustainability
- Analyse different tools of environmental policies
- Understand global policies for environment

SYLLABUS OF DSC-18

UNIT - I: Environment and Sustainability

(9 hours)

An Introduction to Environmental Economics; Economy-Environment interdependence, materials balance model of economy-environment interactions, the drivers of environmental Impact, Environmental Kuznets Curve Hypothesis. Concepts of sustainability: The Hartwick rule, Weak and strong sustainability, Resilience.

Unit 2: Environmental Policies

(12 hours)

Conventional Policy: Environmental Standards, Efficiency of Environmental Standards, Command and Control Approach. Market Based Policy - Pollution Charges and Environmental Subsidies. Deposit Refund System. Pollution Permit Trading Systems.

Unit 3: Environmental Planning & Analytical Tools

(12 hours)

Environmental Risk Analysis - Concept of Risk. Risk Assessment and Risk Management
Assessing Benefits for Environmental Decision Making - Environmental Benefits - Conceptual Issues.
Approaches to Measuring Environmental Benefits - Physical Linkage Approach, Behavioral Linkage Approach -Direct and Indirect Estimation Methods, Benefit -Cost Analysis

Unit 4: Global Environmental Management and Regulations

(12hours)

Ozone depletion, Climate change, International collaborations for environment, Montreal and Kyoto protocol, Paris agreement

Essential/recommended readings

1. Perman Roger, MaYue, McGilvray James and Common Michael. (2003) Natural Resource and Environmental Economics. Financial Times/ Prentice Hall.
2. Thomas Janet M., Callan Scott J.. (2012) Environmental Economics and Management: Theory, Policy, and Applications. South-Western College Publishing.
3. Kolstad Charles. (2012). Intermediate Environmental Economics. Oxford University Press
4. Hanley Nick, Shogren Jason F. and White Ben. (2006). Environmental Economics in Theory and Practice. Palgrave Macmillan

Suggestive readings

1. Henley, Nick and Roberts, Colin Ed. (2002). Issues in Environmental Economics. Wiley-Blackwell
2. Lenschow, Andrea and Lenschow Ed. (2001). Environmental Policy Integration. Routledge.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 2 (DSE-2): PUBLIC 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		
Public Finance (DSE2)	4	3	1	0	Class 12	None

Learning Objectives

- The course intends to develop and understanding of:
- (i) scope and importance of public finance, its sources and expenditures
 - (ii) Evolution of the Indian tax system and current debates
 - (iii) Finance Commissions and their changing role
 - (iv) Canons of taxation and relevance to public revenues

Learning outcomes

By studying this course, the students will be able to:

- Apply tools of basic microeconomics to key policy issues relating to the spending, taxing and financing activities of the Government.
- Understand difference in impact of direct and indirect taxation.
- Understand the recent developments and issues in Indian Public Finance.

SYLLABUS OF DSE-2

Unit 1: Theory of Public Finance (12 hours)

Public finance: Meaning, nature, scope and importance, difference between private and public finance. Principle of maximum social advantage. Role of state in public finance.
Elementary theory of product and factor taxation
Sources of revenue: taxes, loans, grants and aid – meaning and types, Principle of public expenditure.
Public finance and the economic system.

Unit 2: Current Issues in India Tax System (12hours)

Direct and Indirect Tax Reform in India, Different forms of direct tax in India, Changing regime of taxation-direct to indirect taxation, Introduction of GST and its implication for state finances and fiscal federalism in India, Latest finance commission and its recommendation for fiscal devolution.

Unit 3: Center State Financial Relations (9hours)

Center state fiscal relations, horizontal and vertical tax devolution in India, State and local finance in India
Performance and Equity debate in fiscal devolution in India
Report of finance commission in post liberalisation period

Unit 4: Principles of Taxation (12 hours)

Canons of taxation, Meaning of Canons of Taxation -Types of Canons of Taxation-Canon of equality or equity, Canon of certainty, Canon of economy, Canon of productivity, Canon of Diversity, Canon of convenience, Canon of elasticity, Canon of simplicity, Canon of diversity, Characteristics of Canons of Taxation.

Essential/recommended readings

1. Musgrave, R. A. and Musgrave, P.B., Public Finance in Theory and Practice (1989), 5th edition. McGraw Hill Education.
2. Bagchi, Amaresh. Reading in Public Finance, Oxford University Press.
3. Bhatia H.L.. Public Finance. Vikas Publishing House;
4. Shankar Acharya, Thirty years of Tax Reforms in India, EPW, May 2005
5. Rao, M. Govinda, "Central transfers to states in India: rewarding performance while ensuring equity." Final report submitted to NITI Aayog (2017) (pages 1 to 18).
6. Government of India, Fifteenth Finance Commission Report 2021-26, Chapter 6

Suggestive readings

1. Report of Finance commission of India, Various years.
2. Economic Survey, GoI, Various year
3. State Finances: - A Study of Budget, RBI, Latest report

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 4 (DSE-4): ADVERTISING 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		
Advertising Management (DSE 4)	4	3	1	0	Class 12	None

Learning Objectives

The course attempts to develop an understanding of :

- (i) Advertising, its role, functions, agencies and budgets
- (ii) Marketing and advertising plans in a firm's strategy
- (iii) Execution of advertising plan and assessing its effectiveness
- (iv) Different Media, their cost and options available for effective outcomes

Learning outcomes

By studying this course, the students will be able to:

- Understand the role played by advertising agencies.
- Recognise and identify the facet model objectives in any advertisement.
- Conduct situation analysis and consumer insight mining.
- Learn creative execution strategies including application of appeals, layouts and creative copywriting.
- Understand and conduct appropriate media mix selection.

SYLLABUS OF DSE-4

Unit 1: Foundations of Advertising (10 hours)

Concept of advertising, Types of advertising, Concept of IMC, Role and functions of Advertising, the key players, functions of advertising agencies, Organisation of agency, Advertising appropriateness-factors influencing advertising budgets, methods of setting advertising budgets.

Unit 2: Planning and Strategy (13 hours)

Planning Framework-marketing and advertising plan, Facet model of objectives (Perception, Cognition, Affect, Association, Action), DAGMAR, Marketing strategy and situation analysis, consumer insight mining, big idea, positioning for advertising campaigns.

Unit 3: Effective Advertising Execution (12hours)

The creative and message strategy, creative brief, themes and appeals, execution styles, message format, message tone, copywriting creativity, body copy, visual layouts, evaluation of effectiveness, pre-testing, post-testing.

Unit 4: Effective Advertising Media (10 hours)

Types of media, newer media options, media objectives, developing a media plan, media Plan budget, media mix selection.

Essential/recommended readings

1. Belch, G.E., Michael, A., Keyoor, Purani. Advertising and Promotion-An Integrated Marketing Communications. 12th edition. Tata McGraw Hill Education. 2021.
2. William Wells, Sandra Moriarty, and John Burnett. Advertising: Principles and Practice. Prentice Hall of India. 2007.
3. Jethwaney, Jaishri., Jain, Shruti. Advertising Management. Oxford University press.
4. Shah, Kruti. Advertising and Integrated Marketing Communications. McGraw Hill Education India. 2014.
5. Aaker, David A., Batra, Rajeev., Myers, John G. Advertising Management. Pearson Education. 2006.
6. Shimp, T.A. .Advertising and Promotion: An IMC Approach. Cengage. 2013.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 6 (DSE-6): INTERNATIONAL 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		
International Financial Management (DSE 6)	4	3	1	0	Class 12	None

Learning Objectives

The course aims to give substantive knowledge about:

- (i) key features of foreign exchange markets and development over the years
- (ii) parity conditions in markets for foreign exchange
- (iii) evolution of exchange rate systems from the gold standard to the present
- (iv) its operations and hedging of risks in these markets.

Learning outcomes

By studying this course, the students will be able to:

- Gain substantive knowledge of International Financial Management.
- Understand the principles of trading in foreign exchange markets, different instruments traded, risks involved and how to carry out hedging of currency risks.
- Learn how to compute forward rates using cross rates, computation of synthetic quotes and apply rules to determine existence of arbitrage amongst currencies traded.
- Understand how the international markets have evolved and the alternate exchange rate systems world has seen over the years

SYLLABUS OF DSE-6

Unit 1: Introduction To Currency Markets

(12 hours)

Spot & Forex market: Introduction and Features, Participants, & their method of communication in forex markets, SWIFT and CHIPS. Currency Quotes and types, Calculation of forward rates using spot rates, Discount/Premium on spot rate, Swap Points and Outright Forward Rates, Forward Rate vs. Expected Future spot rates, Spot rate with and without transaction costs, Payoff Profiles on Forward Exchange, Currency futures and Pay of Profiles, Mark to Market, Cross Rates & Synthetic quotes. Arbitrage: one point, two point and three point (triangular) arbitrage.

Unit 2: Parity Conditions in Currency Markets

(12 hours)

Purchasing Power Parity (both absolute and relative versions), Interest Rate Parity (explanation of borrowing and lending criteria, diagrammatic presentation) , covered interest rate parity, International Fischer Effect. The linkages between parity conditions.

Unit 3: Alternate Exchange Rate Systems and Payment Terms

(9 hours)

Gold Standard and Gold Exchange Standard System with price adjustment mechanism , EMS and its price adjustment, Hybrid systems , Fixed vs Flexible System, Overview on Brettonwoods System,

IMF, SDR, Triffin Paradox & Smithsonian Agreement. Payment Terms and Methods of Financing International Trade (Letter of Credit, Forfaiting, Factoring, Credit Lines)

Unit 4: Exchange Rate Determination and Exposures (12 hours)

Currency Demand and Supply Curves, Stability of exchange rates and 'J' Curve Effect, Factors Affecting Exchange Rate, Foreign Exchange Exposure: Nature, Definition, Exposure Line and Interpretating Exposure, Statistical Measurement of Exposure, Types of Exposure (Meaning): Transaction, Economic and Translation Exposure, Hedging Strategies to Manage Transaction Exposures. Currency Swaps.

Essential/recommended readings

1. Apte, P G., Multinational Financial Management. Tata-McGraw Hill. New Delhi.
2. Levi, Maurice. International Finance. McGraw Hill Inc. New York.
3. Madura, Jeff. International Financial Management. South Western Cengage Learning.
4. Seth, A.K., International Financial Management. Galgotia Publishing Company. New Delhi.
5. Shapiro, Allen C., Multinational Financial Management. Prentice Hall India Pvt Ltd. New Delhi.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 8 (DSE-8): BEHAVIOURAL ECONOMICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Behavioural Economics (DSE 8)	4	3	1	0	Class 12	None

Learning Objectives

The course attempts to impart an understanding of:

- (i) the evolution and growing importance of behavioural economics
- (ii) the question of choices when outcomes are known
- (iii) formulation of choice under conditions of uncertainty
- (iv) the theory of games and Nash equilibria under select circumstances

Learning outcomes

By studying this course, the students will be able to:

- To understand the departures from traditional theory by first explaining the decision-making process in a theoretical framework and then using empirical and experimental findings.
- To build a better understanding of consumer choices and behaviours to enhance his/her decision-making and he/she will be able to differentiate between economic and psychological approaches to human decisions. Understands how behavioural economics incorporates psychological factors such as altruism, fairness trust into standard theories to analyse human choices and also have the knowledge of predictive power of economic theories.
- To understand the main normative and descriptive approaches to know principles of decision making under risks
- To apply behavioural theory to interpretation of real decisions and public policy.

SYLLABUS OF DSE-8

Unit 1: Introduction (9 hours)

Introduction to behavioural economics: history, evolution, objective, scope, methods and concepts in behavioural economics.

Unit 2: Choice under certainty (12 hours)

Preferences, rationality, utility, menu dependence, decoy effect, endowment effect, heuristics and biases.

Unit 3: Choice under uncertainty (12 hours)

Probability, Bayes' Rule, Expected value, Confirmation Bias, Expected Utility, Bundling, Allais Problem.

Unit 4: Strategic Actions (12 hours)

Game Theory, Nash Equilibrium, Altruism, Fairness, Justice, Trust, Welfare Economics, Nudge Agenda and behavioural finance.

Essential/recommended readings

1. Angner, Erik (2016), *A course in behavioral economics*, (Second edition,), Palgrave, London
2. Colin F. Camerer, George Lowenstein & Matthew Rabin (Ed.) (2004), *Advances in Behavioral Economics*, Princeton University Press.
3. Wilkinson, Nick and Matthias, Klaes (2012), *An introduction to Behavioral Economics*, 2nd edition, Palgrave Macmillan.
4. Abdulkadirov, Sherzod (ed.). *Nudge Theory in Action: Behavioral Design in Policy and Markets*

Suggestive readings

1. Andrikopoulos, Panagiotis. *Modern Finance vs. Behavioural Finance: An Overview of Key Concepts and Major Arguments* (June 2005). <http://dx.doi.org/10.2139/ssrn.746204>
2. Andreoni, James, Justin M. Rao, and Hannah Trachtman. "Avoiding the ask: A field experiment on altruism, empathy, and charitable giving." *Journal of political Economy* 125, no. 3 (2017): 625-653
3. Fama, Eugene F. "Market efficiency, long-term returns, and behavioral finance." *Journal of financial economics* 49, no. 3 (1998): 283-306.
4. Falk, Armin, and Christian Zehnder. "A city-wide experiment on trust discrimination." *Journal of Public Economics* 100 (2013): 15-27.
5. Kahneman, Daniel, Jack L. Knetsch, and Richard H. Thaler. "Experimental tests of the endowment effect and the Coase theorem." *Journal of political Economy* 98, no. 6 (1990): 1325-1348.
6. Samson, Alain. "An introduction to behavioral economics." *The behavioral economics guide* (2014): 1-12.

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

DISCIPLINE SPECIFIC ELECTIVE COURSE 10 (DSE-10): INDIAN 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
		Lecture	Tutorial	Practical/ Practice		
Indian Economy (DSE 10)	4	3	1	0	Class 12	None

Learning Objectives

The course is aimed at developing an understanding of:

- (i) the different policy regimes in India since Independence: growth and development
- (ii) Demographic trends, human development and state policies
- (iii) Fiscal and monetary policies and laws related to labour
- (iv) Sectoral growth and changes: agriculture, manufacturing and services

Learning outcomes

By studying this course, the students will be able to:

- Understand major issues and challenges facing the Indian Economy.
- Gain skills to analyze key economic issues and policy documents.
- Relate theoretical frameworks of macroeconomics and microeconomics to the Indian context.

SYLLABUS OF DSE-10

Unit 1: Economic Development since Independence (12 hours)

Major Features of the economy at independence; growth and development under different policy regimes – goals, constraints, institutions and policy framework; an assessment of performance – sustainability and regional contrasts; structural change, savings and investment.

Unit 2: Demographic Trends and policies (12hours)

Population and Human Development Demographic trends and issues; education; health and malnutrition. Policies in poverty; inequality and unemployment.

Unit 3: Macroeconomic Policies and Their Impact (9 hours)

Fiscal Policy; trade and investment policy; financial and monetary policies; labour laws.

Unit 4: Sectoral Growth & Development (12 hours)

Agriculture Growth; productivity; agrarian structure and technology; capital formation; trade; pricing and procurements. Industry: Growth; productivity; diversification; small scale industries; public sector; competition policy; foreign investment. Trends and issues in Service Sector.

Essential/recommended readings

1. Drèze, J., & Sen, A. (2013). An Uncertain Glory. Princeton University Press.

2. Balakrishnan, P. (2007). The Recovery of India: Economic Growth in the Nehru Era. *Economic and Political Weekly*, 42(45/46), 52–66.
3. Mohan, R. (2008). Growth Record of the Indian Economy, 1950-2008: A Story of Sustained Savings and Investment. *Economic and Political Weekly*, 43(19), 61–71.
4. Vaidyanathan, A., & Krishna, K. L. (2007). *Institutions and markets in India's development*. Oxford University Press.
5. T. Dyson, 2008, India 's Demographic Transition and its Consequences for Development in Uma Kapila, *Indian Economy Since Independence*, 19th edition, Academic Foundation.
6. Shankar Acharya, 2010, *Macroeconomic Performance and Policies 2000-08*, in Shankar Acharya and Rakesh Mohan, editors, *India's Economy: Performances and Challenges: Development and Participation*, Oxford University Press.
7. Rakesh Mohan, 2010, *India 's Financial Sector and Monetary Policy Reforms*, in Shankar Acharya and Rakesh Mohan, editors, *India's Economy: Performances and Challenges: Development and Participation*, Oxford University Press.
8. PulapreBalakrishnan, Ramesh Golait and Pankaj Kumar, 2008, *Agricultural Growth in India Since 1991*, RBI DEAP Study no. 27.
9. B.N. Goldar and S.C. Aggarwal, 2005, *Trade Liberalisation and Price-Cost Margin in Indian Industries*, *The Developing Economics*, September.
10. P. Goldberg, A. Khandelwal, N. Pavcnik and P. Topalova, 2009, *Trade Liberalisation and New Imported Inputs*, *American Economic Review*, Papers and Proceedings, May.
11. KunalSen, 2010, *Trade, Foreign Direct Investment and Industrial Transformation in India*, in PremachandraAthukorala, editor, *The Rise of Asia*, Routledge.
12. A. Ahsan, C. Pages and T. Roy, 2008, —Legislation, Enforcement and Adjudication in Indian Labour Markets: Origins, Consequences and the Way Forward, in D. Mazumdar and S. Sarkar, editors, *Globalization, Labour Markets and Inequality in India*, Routledge.
13. DipakMazumdar and SandeepSarkar, 2009, —The Employment Problem in India and the Phenomenon of the Missing Middle, *Indian Journal of Labour Economics*.
14. J. Dennis Rajakumar, 2011, *Size and Growth of Private Corporate Sector in Indian Manufacturing*, *Economic and Political Weekly*, April.
15. Ramesh Chand, 2010, *Understanding the Nature and Causes of Food Inflation*. *Economic and Political Weekly*, February.
16. BishwanathGoldar, 2011, *Organised Manufacturing Employment: Continuing the Debate*. *Economic and Political Weekly*, April.
17. Basu, K., &Maertens, A. (2012). *The new Oxford companion to economics in India*. New Delhi 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 COURSE 12 (DSE-12): RESEARCH METHODOLOGY

CREDIT 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		
Research Methodology (DSE 12)	4	3	0	1	Class 12	None

Learning Objectives

The course provide an understanding of the methods of conducting research through:

- (i) introducing students to basic concepts of quantitative and qualitative research methods.
- (ii) scientific methods of collecting reliable data and appreciating primary and secondary data
- (iii) parametric and non parametric tests and interpretation of the results
- (iv) publishing of research and issues of ethics in data collection and use.

Learning outcomes

By studying this course, the students will be able to:

- Assess the roles of the researcher and the informant in the research process and be in a position to apply qualitative and quantitative research methodology.
- Perform literature reviews using print and online databases
- Learn about the various formats for citations of materials
- Describe sampling methods, measurement scales and instruments, and their appropriate uses
- Learn the rationale for research ethics
- Provide understanding of appropriate statistical techniques for summarizing and displaying business and economic data.
- Perform the basic qualitative and quantitative data analysis in a clear concise and understandable manner with an in-depth, faster and accurate univariate, bivariate and multivariate data analysis.

SYLLABUS OF DSE-12

Unit 1: Elements of Research

(15 hours)

Research- Definition, characteristics, Objectives. Types of Research- Quantitative Vs Qualitative; Descriptive, Exploratory and Causal. Research Methodology- Research Process, Formulating the Research Problem, Research Questions. Hypothesis-Formulation of Hypothesis, Role of Hypothesis, tests of Hypothesis and Errors in hypothesis testing. Research Design - importance and types, features for a good research design. Concept of Population and Sample, Sampling Design- Probability and non-probability Sampling techniques, Sample Size and sampling Error.

Unit 2: Understanding Data and its Collection

(15 hours)

Data types - Nominal, Ordinal, Interval and Scale

Primary and Secondary Data- advantages and disadvantages. Primary Data Collection: Observation method, Interview method, Questionnaires-prerequisites and designing, Case Study method Scales-Understanding, Construction and Application (Graphic Rating, Likert scale, paired comparison, ranking, constant sum, semantic differential scale). Secondary sources of data- previous empirical studies, NSSO, CSO, RBI, World Bank.

Unit 3: Processing and Analysis of Data (10 hours)

Data recording, conducting univariate and bi-variate analysis-using-descriptives, Cross-tabs-chi-square tests of independence, goodness of fit, One Sample t-test, Independent Sample t-test, Paired Sample t-test, (Assumptions Testing and Inferential Analysis ANOVA, Repeated measure ANOVA, MANOVA.

PCA, Cluster analysis, Factor Analysis, Discriminant analysis.

Unit 4: Additional Topics in Research (5 hours)

Review of Literature-techniques, do's and don'ts of conducting literature survey, citation, referencing styles, ethics in research.

Practical Component (30 hours) : Practicals to be based on use of a statistical software to enable to student to implement all the concepts and tools taken up in the theory classes in the course.

Essential/recommended readings

1. Donald R Cooper & Pamela S Schindler, "Business Research Methods", McGraw Hill
2. Business Research Methods - Alan Bryman& Emma Bell, Oxford University Press.
3. Ranjit Kumar, "Research Methodology: A Step-by- Step Guide for Beginners" Sage
4. Joseph F. Hair, Jr. William C. Black, Barry J. Babin, Rolph E. Anderson," Multivariate Data Analysis, Seventh Edition-Pearson's New International Edition

Suggestive readings

1. Amir D Aczel, "Complete Business Statistics", McGraw Hill Education.
2. Naresh K. Malhotra, "Marketing Research: An Applied Orientation" PHI
3. Field, Andy, "Discovering Statistics using IBM SPSS Statistics", 5th Edition, SAGE.

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

GENERIC ELECTIVES (GE-2): INTRODUCTION TO DIGITAL MARKETING

COMMON POOL OF GENERIC ELECTIVES (GE) COURSES OFFERED BY THE DEPARTMENTS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Introduction to Digital Marketing (GE 2)	4	3	1	0	Class 12	None

Learning Objectives

This course aims to acquaint the students with:

- Key marketing principles and terminology.
- Evolving digital landscape and the strategic role of digital marketing processes and tools in designing the overall Marketing strategy.
- Methodologies, tools and technologies involved in digital marketing.
- Importance of search engines and their role in digital marketing ecosystem.

Learning outcomes

By studying this course, students will be able to:

- Understand the concept of digital marketing and its integration with traditional marketing.
- Understand customer value journey in digital context and behaviour of online consumers.
- learn email, content and social media marketing and apply the learnings to create digital media campaigns.
- Examine various tactics for enhancing a website's position and ranking with search engines and search advertising.

SYLLABUS OF GE-2

Unit 1: Fundamentals of Marketing

(6hours)

Importance of marketing; Core marketing Concepts; Company Orientations; Concept of Segmentation, Targeting-Positioning; 7 P's Framework; Product Life cycle; Pricing strategies, Types of distribution channels; Promotion Mix.

Unit 2: Marketing in the Digital World

(9 hours)

Digital marketing: Concept, Features, Difference between traditional and digital marketing, Moving from traditional to digital Marketing; Digital Marketing Channels: Intent Based- SEO, Search

Advertising; Brand Based- Display Advertising; Community Based-SMM; Others- Affiliate, Email, Content, Mobile; Customer Value Journey: 5As Framework; The Ozone O₃ Concept Key; Traits of online consumer.

Unit 3: Content, Email and Social Media Marketing (15 hours)

Content Marketing: Developing a content marketing strategy; Email Marketing: Types of Emails in email marketing, Email Marketing best practices; Social Media Marketing: Building Successful Social Media strategy; Social Media Marketing Channels; Facebook, LinkedIn, YouTube (Concepts and strategies)

Unit 4: Search Marketing (15 hours)

Introduction of SEM: Working of Search Engine; SERP Positioning; Search Engine Optimization: Overview of SEO Process; Goal Setting-Types

On-Page Optimization: Keyword Research, SEO Process -Site Structure, Content, Technical Mechanics, Headings, Image & Alt text, Social Sharing, Sitemaps, Technical Aspects-Compatibility, Structured Data Markup.

Off Page Optimization: Link Formats, Link Building, Content Marketing, Social Sharing; Black and White Hat Techniques

Search Advertising: Overview of PPC Process; Benefits of Paid Search; Basis of Ranking; Goal Setting-Objectives; Account Setting-Creation of Google Ads, Campaign architecture, Campaign setup, Targeting, Bid Strategy, Delivery, Ad Scheduling, Ad Rotation, Keyword Selection; Ad Copy composition, Ad Extension

Overview of Display Advertising: Working of Display Advertising; Benefits and challenges.

Essential/recommended readings

1. Dodson, I. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
2. Kartajaya, H., Kotler, P., &Setiawan, I. (2016). Marketing 4.0: moving from traditional to digital. John Wiley & Sons.
3. Ryan, Damien. Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited.

Additional References:

1. Kotler, P. (2009). Marketing management: A south asian perspective. Pearson Education, India.
2. Maity, Moutusy. Internet Marketing: A practical approach in the Indian Context. Oxford Publishing.
3. Gupta, Seema. Digital Marketing. McGraw Hill
4. Ultimate guide to digital Marketing. Digital Marketer

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

GENERIC ELECTIVES (GE-4): STATISTICS FOR BUSINESS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Statistics for Business (GE4)	4	3	0	1	Class 12	Mathematics at Class 12 level

Learning Objectives

The objective of this course is to enable students to:

- Describe data using summary statistics.
- Develop detailed understanding of discrete and continuous distributions.
- Develop skills in statistical computing, statistical reasoning and inferential methods.
- Comprehend and analyse real data like real indices.

Learning outcomes

By studying this course, students will be able to:

- Learn tools and concepts of statistical analysis and interpretation.
- Comprehend fundamentals of probability theory.
- Develop skills in statistical computing, statistical reasoning and inferential methods.
- Comprehend and analyse real data like real indices.

SYLLABUS OF GE-4

Unit 1: Descriptive Statistics and Exploratory Data Analysis (15 hours)

Types of Variables (Quantitative, Qualitative, discrete, continuous), Scales of Data Measurement (nominal, ordinal, Interval & Ratio), Variable-; Primary & secondary Data.

Frequency distributions, Relative Frequency, Cumulative Distributions, Percentiles, Quartiles; Graphical representation of data- bar charts, pie, histograms, box plots.

Measures of central tendency: Mean, median, mode, Geometric Mean, Harmonic Mean, Weighted Mean & their properties. Selection of a measure of central tendency.

Measures of Dispersion: Range, inter-quartile range, quartile deviation, mean deviation, standard deviation, variance, coefficient of variance, properties of standard deviation, merits & demerits.

Skewness and Kurtosis: Meaning, measures- Karl Pearson, Bowley, Kelly's, Kurtosis- meaning, Moments, Kurtosis

Bivariate Analysis: Cross-tabulations and Scatter diagram; Correlation, Association and Simple Regression.

Unit 2: Probability

(12 hours)

Axioms of probability; Review of counting rules, experiments, sample space, simple and complex events; Addition and multiplication rules; Concepts of Mutually exclusive events, independent events; Concepts of Joint, marginal and conditional probability; Permutation and Combinations

Concept of Discrete and continuous Random Variables; Expected value and variance; Examples of Theoretical Discrete and Continuous Probability Distributions – Binomial, Poisson and Normal distributions.

Unit 3: Sampling, Estimation and Hypotheses

(15 hours)

Population versus Sample; Sample Statistics versus population parameters; Definition and Statistical properties of a Random Sample; Point and Interval Estimation and Small Sample Properties of Estimators (unbiasedness, efficiency); Central Limit Theorem. (Interval estimation for mean for large samples)

Basic concepts of Hypotheses Testing: Formulation of Null and Alternate Hypotheses; One-tailed and two-tailed Tests about population Mean; Concepts of Type I and Type II errors. (Hypothesis testing for mean and difference between mean for large samples only)

Unit 4: Index Numbers

(6 hours)

Index Numbers: Use and construction of Laspeyres and Paasche index numbers; Fixed and chain base index numbers; Base shifting, splicing and deflating. Construction of real indexes: Consumer Price Index and BSE index.

Practical Component (30 hours) : Practicals to be based on a spreadsheet package (Microsoft Excel or equivalent) to enable the student to execute all the measures and tests taken up in the theory classes in the course.

Essential/recommended readings

1. Spiegel, M.R.(2003). Theory & Problems of Statistics, Schaum's outline series, McGraw Hill.
2. Levin, Richard I. and Rubin, David (1998). Statistics for Management (7th Edition), Pearson.
3. Gupta, S.C. (2018). Fundamentals of Statistics, Himalaya Publishing House
4. Spiegel, M. and Stephens, Larry (2017). Statistics (Schaum's Outline Series), Tata-Mcgraw-Hill, New Delhi

Suggestive readings

1. Nagar, A. L. and Das. R. K.. Basic Statistics (2nd Edition), Oxford University Press
2. Karmel, P. H. and Polasek, M. (1978). Applied Statistics for Economists (4th edition), Pitman.
3. Larsen, Richard J. and Marx, Morris L. (2011). An Introduction to Mathematical Statistics and its Applications. 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-6): INTRODUCTION TO 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		
Introduction to Finance (GE6)	4	3	1	0	Class 12	None

Learning Objectives

This course aims at providing a comprehensive introduction to:

- Financial system and its primary constituents.
- Sources of finance and time value of money.
- Basics of Investment and various asset classes.
- Key concepts of international financial management.

Learning outcomes

By studying this course, students will be able to:

Understand the meaning, scope and sources of Finance

- Estimate the present and future values of assets
- Examine the relationship between risk and return, and the nature and sources of risk in a stock market context
- Analyse the currency exchange market to deal exchange rate risk.

SYLLABUS OF GE-6

UNIT – I: A Primer on Financial Markets & Institutions (9 hours)

An overview of financial system: characteristics & requirements. Components & functions of financial system. Financial markets: characteristics & types. Types & role of Financial Institutions. An overview of the 2007–2008 Financial Crisis.

Unit 2: Corporate Finance: An Overview (12 hours)

Nature, scope and objectives of Finance, Emerging role of Finance Managers in India and Agency problem. Concept & Meaning of Financial Management, goals of financial management, the three financial decisions- Investing, Financing & Dividend.

Sources of Finance: Equity & Preference Capital, Retained earnings, Debt, Bonds, Long term loans, Short term advances from banks, public deposits & advances from customers and trade creditors.

Concept of Time Value of Money, Compound Value, Present Value, Annuity and Perpetuity.

Unit 3: Investment Management: Basics & Process (15 hours)

An overview of investment- Investment process, Types of assets- real & financial. Types of investors, types of financial securities & attributes of a good investment.

Concept of Risk & Return (Single asset), risk-return trade off, types of risk- systematic & unsystematic, types of return-holding period return, expected return, actual return.

Examining four broad asset classes: equity, bonds, mutual funds & derivatives.

Equity- three schools of thought on equity valuation- a brief discussion on fundamental analysis, technical analysis and efficient market hypothesis.

Bonds- types, fundamentals, relationship between interest rates & bond prices& yield curve.
Mutual Funds- meaning, importance, structure, mutual fund schemes, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Exchange Traded Fund (ETF), Equity Linked Savings Scheme (ELSS) and NAV of Fund.
Derivatives - Meaning and Types of Derivative Instruments (Forwards, Futures, Options and Swaps).
Concept of diversification & portfolios.Portfolio Risk & Return(two security only).

Unit 4: A Beginners' Guide to International Finance (9hours)

International Monetary System- development of international finance and how the international monetary system evolved. Currency exchange markets and rates- currency exchange markets, exchange rate quotations, currency exchange rate appreciation and, depreciation, factors that affect currency exchange rates and arbitrage. Conducting business internationally. Concept of exchange rate risk.

Essential/recommended readings

1. Bodie, Zvi., Kane, Alex and Marcus, Alan J.. Investments. McGraw Hill.
2. Chandra, P.. Security Analysis and Portfolio Management. Tata McGraw Hill.
3. Pathak, Bharati. Indian Financial System. Pearson.
4. Ronald, W. Melicher and Norton, Edgar A.. Introduction to Finance: Financial Markets, Investment, and Financial Management. Wiley Publishing House. 2012.
5. Rustagi, R.P., Fundamentals of Financial Management. Taxmann.

Suggestive readings

1. Khan, M. Y & Jain P. K., Financial Management: Text and Problems. Tata McGraw Hill. New Delhi.
2. Kohn, Meir. Financial Institutions and Markets. Oxford University Press.
3. Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias, Richard W. Financial Institutions, Markets and Money. Wiley Publications.
4. Madura, Jeff. Financial Markets and Institutions. South Western Cengage Learning.
5. Reilly, Frank K, and Brown, Keith C. Investment Analysis and Portfolio Management. Cengage Learning.

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

GENERIC ELECTIVES (GE-8): ENVIRONMENTAL ECONOMICS 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		
Environmental Economics and Climate Change (GE8)	4	3	1	0	Class 12	None

Learning Objectives

This course aims at inculcating an understanding of:

- How economic activities are affecting the environment.
- Social value of environmental resources.
- Climate change and its consequences.
- Efficient and effective policy measures for protecting the environment.

Learning outcomes

By studying this course, students will be able to:

- Understand the linkage between environment and economics.
- Learn the basic theories of environmental economics.
- Understand the basic terminologies related to environment and Climate change.
- Analyse the effects of climate change on India and its future plan for environmental protection and mitigation.

SYLLABUS OF GE-8

UNIT - I: Introduction (8 hours)

Introduction to Environmental Economics, Material Balance model- economy environmental interactions, reasons for environmental degradation (population, technology, GDP), balance between environment and growth.

Unit 2: Economic Growth and Environmental Degradation (12 hours)

Theories of relationship between economic growth and environmental degradation: The environmental Kuznets curve hypothesis, The Brundtland Curve hypothesis, The environment Daly Curve hypothesis.

Unit 3: Climate Change and its Challenges (12 hours)

Introduction to the Climate Change, Drivers of Climate Change, Global impacts of Climate Change: Anthropogenic, Global warming, ozone hole, biodiversity loss, ecosystem services, natural capital and resources. Effect of Climate Change on India: Agriculture, Biodiversity, vulnerability of Coastal Belt, Rural Livelihoods and Food Security in India.

Unit 4: Actions Taken and Policy Framework (13 hours)

Global Level: Adaptation and Mitigation, Governmental and Intergovernmental Actions to Combat Climate Change: The Role of the Intergovernmental Panel on Climate Change (IPCC), United Nations Framework Convention on Climate Change, The Kyoto Protocol, Paris Agreement etc. The global

carbon market (CDM, JI, ET).India's Position on International Climate Negotiations, India's National Action Plan on Climate Change.

Essential/recommended readings

1. Callen,Thomas (2007). Environmental Economics, Thomson Learning Inc. Indian Edition.
2. Dubash, Navroz (2012). Handbook of Climate Change and India: Development, Politics and Governance, Earthscan
3. Bhattacharya, R. N. (ed.) (2001). Environmental Economics, An Indian Perspective, Oxford University Press.

Suggestive readings

1. Romm, J.J. 2018. Climate change: What Everyone Needs to Know. Oxford University Press
2. Dash. S.K. 2008. Climate Change, Cambridge University Press

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

GENERIC ELECTIVES (GE-10): INDIAN FINANCIAL SYSTEM

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Indian Financial System (GE10)	4	3	1	0	Class 12	None

Learning Objectives

The course attempts to develop an understanding of:

- (i) the history and role of the Indian Financial System in economic development
- (ii) the role and importance of financial markets; capital, equity and money markets
- (iii) commercial banks, development banks, NBFCs - risk and NPAs; role of ARCs.
- (iv) role of financial services in credit market

Learning outcomes

By studying this course, students will be able to:

- Analyse the financial market processes and their factors, and make successful financial decisions at an individual as well as company level.
- Evaluate various ways of raising funds from the financial markets domestically or internationally for the company.
- Study the considerations of banking and other financial institutions in real life.
- Evaluate various financial services offered under financial system of India.

SYLLABUS OF GE-10

UNIT - I: Financial System: An Introduction

(6 hours)

Financial System: meaning, characteristics, significance and components; tracing the history of the Indian financial system and its contribution to Economic Development; markets, regulators and participants in the Indian financial system; financial instruments, direct and indirect finance, scams in Indian Financial System.

Unit 2: Financial Markets

(18 hours)

Financial Markets – meaning, types, role, importance, and securities traded; linkages between financial markets and economy. Capital market – meaning, functions, organisation; Equity market – primary and secondary market, ways of raising funds, private equity, venture capital, introduction to debt market. Money market – meaning, functions, organisation, participants, instruments, trading mechanism, role of central bank.

Unit 3: Financial Institutions

(9 hours)

Commercial Banking, Nationalisation of Commercial Banks, Structure of Commercial Banks in India, Depository and Non-Depository Institutions, Universal Banking, Payments Bank, Development Banks (IFCI, IDBI, NABARD and NHB), NBFCs, Risk Management in Banks, ARCs Problem of NPAs.

Unit 4: Financial Services

(12 hours)

Credit Rating – Meaning, Process, Rating Methodology, Rating Symbols and Rating Agencies.
Insurance – Meaning, Importance, Types, Seven Principles and Regulation.
Leasing – Meaning, Features and Types of Leasing; Concept of Hire Purchase, Difference between Hire Purchase and Leasing; Factoring – Meaning, Functions, Types and Procedure; Forfaiting – Meaning, Process, Characteristics, Types, Advantages, Difference between Forfaiting and Factoring; Investment Banking – Meaning, Importance and Services Offered by Investment Bankers.

Essential/recommended readings

1. Khan, M.Y. Indian Financial System. Tata McGraw Hill.
2. Bhole, L.M. Financial Institutions and Markets. Tata McGraw Hill.
3. Varshney, P.N. and Mittal, D.K. Indian Financial System. Sultan Chand & Sons.
4. Pathak, Bharati. Indian Financial System. Pearson Publications.
5. Shahani, Rakesh. Financial Markets in India: A Research Initiative. Anamica Publishing Co.

Suggestive readings

1. Gordon, E. &Natarajan, K. Financial Markets and Services. Himalaya Publishing House.
2. Gupta, Shashi, Aggarwal, Nisha and Gupta, Neeti. Indian Financial System.Kalyani Publishers.
3. Kumar, Vinod., Gupta, Atul. andKaur, Manmeet. Financial Markets, Institutions and Services, Taxmann Publications.
4. Madura, Jeff. Financial Markets and Institutions. South Western Cengage Learning.

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

GENERIC ELECTIVES (GE-12): BASIC 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		
Basic Econometrics (GE12)	4	3	0	1	Class 12	Knowledge of Inferential and descriptive Statistics

Learning Objectives

The course intends to explain to the student:

- (i) the classical linear regression model, OLS, its assumptions, testing and functional forms
- (ii) the k-variable linear regression model, testing coefficients and ANOVA, and Restricted Least Squares
- (iii) treatment of regressions involving qualitative regressors
- (iv) the implications, detection and remedies in case of violation of classical assumptions

Learning outcomes

By studying this course, students will be able to:

- Explain Key econometric concepts.
- Formulate simple econometric models
- Interpret the regression results obtained from software packages.
- Identify the errors in regression models and rectify the same.
- Analyse the suitability of the data for solving the problem at hand

SYLLABUS OF GE-12

UNIT - I: The Classical Linear Regression Model (12 hours)

Types of Data: Time Series, Cross Section and Panel Data. Concept of Population Regression Function and Sample Regression Function, Assumptions of the model, Derivation of Coefficients of Regression in a two-variable model, Estimation of the SRF using OLS, Analysis of variance and R squared.

Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Interval estimation and tests on population regression coefficients, variance of population disturbance term and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Extensions of the Two Variable Linear Regression Model: Regressions through the origin, Scaling of Variables and Regression on Standardized Variables. Functional forms of Linear Regression Models: The double log, semi-log, reciprocal, log- reciprocal models with applications.

Unit 2: Multiple Regression Model (15 hours)

Coefficients of regression in a multi variable model and their properties. Interval estimation, tests on population regression coefficients and model significance. Correlations, Goodness of fit and the Adjusted R square. Hypothesis testing for significance of the contribution of a variable, structural stability, restricted least squares.

Unit 3: Dummy Variable Regression Models (6 hours)

Intercept, Slope Dummy variables. Interaction between qualitative variables. Interaction between quantitative and qualitative variables. Use of dummy variables in testing for structural change and for seasonal indices.

Unit 4: Relaxing the Assumptions (12 hours)

Introduction to multicollinearity, heteroscedasticity, autocorrelation and specification errors. The nature of the problem, its detection and corrective measures.

Practical Component (30 hours) : Practicals to be based on an econometric software (e.g. Gretl/SPSS/Stata/Eviews/PSPP). The student is expected to implement using the software all the regressions and tests noted in the syllabus.

Essential/recommended readings

1. Gujarati, D. and Sangeetha, N. (2007) Basic Econometrics. Fourth Edition, Tata McGraw-Hill, New Delhi
2. Dougherty, Christopher. (2011). "[Introduction to Econometrics](#)," Oxford University Press,
3. Wooldridge, J. M. (2006). Introductory econometrics: A modern approach. Mason, OH: Thomson/South-Western.
4. Manual of the relevant software

Suggestive readings

1. Asteriou, D., & Hall, S.G. (2011). Applied econometrics. Palgrave Macmillan.
2. Brooks, Chris (2008). Introductory Econometrics for Finance (2nd edition). Cambridge University Press

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

SEMESTER-IV
Bachelor in Management Studies (BMS)

DISCIPLINE SPECIFIC CORE COURSE – 10: QUANTITATIVE TECHNIQUES FOR 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		
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 2×2 , and $r \times 2$ 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	Tutorials	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 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		
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.

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 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.

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

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 Forfeiting, 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

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/Practise			
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, Factory 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/Practic e			
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		
Business Ethics and Governance (DSC 13)	4	3	1	0	XII Class	None

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.

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.

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-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	Tutorials	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.

- 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. Saharav 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	Tutoria l	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. Flippo,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 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 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 Management and 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.

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-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)

GEPOLITICS 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	Tutorials	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

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-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:

1. Understand the various theories of international trade, role of government in exchange control and tariff measures.
2. Comprehend the current composition and direction of India's foreign trade.
3. Evaluate the different measures of export promotion adopted and various schemes launched by the government of India.
4. 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

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 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	Tutorials	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>)

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

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	Tutorials	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. & Leih, 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.

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-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 Arthashastra. 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.

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

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 MARKETS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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. Muhlbacke, 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)

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.

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-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. Haldar, U. K, (2009). *Human resource development*, Oxford University Press India.
- Note: Latest edition of the readings may be used.**

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-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*, (7th Ed). Prentice-Hall, Englewood Cliffs, N.J.
4. Anderson,D.L., (2011). *Organizational Development: The process of leading organizational change*, (4th Ed)., Sage Publications.
5. Rothwell,W. J., Stavros,J.M. & Sullivan R.L. (2015). *Practicing Organization Development: Leading Transformation and Change*. (4th Ed). Wiley

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	1 st 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.

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

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 Forfeiting 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*. ICAI.

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	Tutorials	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

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-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		

Financial Econometrics DSE-11	4	3	1	0	Class XII	Basic knowledge of statistics
--------------------------------------	----------	----------	----------	----------	------------------	--------------------------------------

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 VECH model, diagonal VECH 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 VECH, Diagonal VECH, 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 VEC Model, The Diagonal VEC 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 st Year Undergraduate	None

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 st 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 st 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 nd 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 nd 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. Wadhwa, 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>)

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-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 nd 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., Tsipoulanidis, 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.

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

POOL OF GENERIC ELECTIVE

The Pool of Generic Electives offered in Semester-IV will also be open for Semester-VI.

**Bachelor of Business Administration (Financial Investment Analysis) -
BBA (FIA)**

SEMESTER-IV

DISCIPLINE SPECIFIC CORE (DSC) COURSES

DSC 10: BASICS OF 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		
Basics of Econometrics DSC-10	4	3	1	0	Class XII	Basic knowledge of statistics

Course Objective:

- The primary objective of econometrics is to apply statistical methods to economic data.
- To learn estimation and diagnostic testing of simple, multiple regression models, panel data models, and dummy variable regression with qualitative response regression models.
- Students will learn various econometric techniques such as regression analysis, panel data analysis, and instrumental variable estimation.
- They will also gain basic knowledge in using statistical software packages like Stata, R, or Python to perform econometric analysis.

Learning Outcomes:

After studying this course, the student will be able to:

- Understanding the fundamental concepts of econometrics:
- Understanding the assumptions and limitations of regression analysis:
- Understand basic econometrics and its assumptions and impact of violations of classical assumptions. They should be able to assess the violation of these assumptions and understand the implications for the validity of the results.
- Students should be able to interpret regression results accurately. They should also understand how to assess model fit, using measures like R-squared and adjusted R-squared.
- Understand models using dummy variable and qualitative response regression models.

Unit 1: (12 hours)

Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation and BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related to Parameters – Simple and Joint. Functional forms of regression models.

Unit 2: (12 hours)

Violations of Classical Assumptions: multicollinearity, heteroscedasticity, autocorrelation and model specification errors, their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions.

Unit 3: (9 hours)

What is goodness of fit? Test/Statistics used for the goodness of fit. Understanding of R Square, Adjusted R Square, Standard Error of the model, AIC, BIC and SIC. Calculation and comparison of AIC, BIC, SIC. Explain the model selection process.

Unit 4: (12 hours)

Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models

Recommended Computer Package to be Used: Use of software like E Views, R and STATA solving real life problems and checking assumptions and taking care of assumptions violations and testing goodness of fit.

Essential Readings:

1. Dougherty, C. (n.d.). Introduction to Econometrics. Oxford University Press.
2. Gujarati, N. D. (n.d.). Basic Econometrics. New Delhi: McGraw Hill.
3. Gujarati, N. D. (n.d.). Econometrics by Examples. New Delhi: McGraw Hill.

Additional Readings:

1. Pindyck, R. S., & Rubinfeld, D. L. (n.d.). Econometric Models and Economic Forecasts. Singapore: McGraw Hill.
2. Ramanathan, R. (2002). Introductory Econometrics with Applications. Thomson South Western.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSC 11: INVESTMENT 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 (if any)
		Lecture	Tutorial	Practical/ Practice		
Investment Analysis and Portfolio Management DSC-11	4	3	1	0	Class XII	Financial Management and Statistics

Course 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

Upon completion of the course a learner shall be competent to:

- Understand 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.

Course Contents:

Unit 1: Risk–Return Analysis, Bond Valuation & Fundamental Analysis (12 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 (12 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 (9 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

1. Reilly, F. K. & Brown, K.C. (2012) *Analysis of Investments and Management of Portfolios*, (12th edition), Cengage India Pvt. Ltd.
2. Singh, R (2017): *Security Analysis and Portfolio Management*, (2nd Edition). Excel Books.
3. Kane, A., Marcus, A., & Bodie, Z. (2014). *Investments Global Edition*. Pearson.

Suggestive Readings

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.

Note: Latest edition of the readings may be used.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSC 12: INCOME TAX LAW & PRACTICE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Income Tax Law & Practice DSC-12	4	3	0	1	Class XII	NA

Course Contents:

Unit 1: Basic Concepts

(12 hours)

Origin of Tax System in India; Taxation – Voluntary practice to involuntary system, Kautilya's philosophy of Taxation;

Income, person, assessee, assessment year, previous year, gross total income, total income. Residential status of individual person and its effect on tax incidence.

Unit 2: Computation of Income

(21 hours)

Salaries, Income from house property, Profits and gains of business or profession (Only theory), Capital gain, Income from other sources.

Unit 3: Clubbing, Setoff and Deductions

(6 hours)

Clubbing of income (Only theory), set-off and carry forward of losses (Only theory), Deductions under Chapter VI-A, rebates and reliefs,

Unit 4: Total Income & Tax Liability

(6 hours)

Computation of total income and tax liability of individuals. E filing of income tax by individuals (Practical).

Essential Readings:

- Singhanian V. and Singhanian, M., *Students Guide to Income Tax*, Taxman Publications.
- Ahuja, G. and Gupta, R., *Systematic Approach to Income Tax*: Bharat Law House.
- Chandra, M. and Shukla, D.C., *Income Tax Law and Practice*: Pragati Publications.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

DSE 1: STRATEGIC CORPORATE 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		
Strategic Finance DSE-1	Corporate	4	3	1	0	Class XII Basic of Finance

Course Objectives:

- To know the details of corporate finance and the strategies involved in the corporate decisions.
- To enable the students to steer the corporate strategies issues and challenges in better manner.
- To provide the key concepts and ideas of decision tree analysis and the Black-Scholes model in the valuation of real options.
- To assess the considerations and strategies involved in company disposals, including non-core subsidiary sales, valuation, timing, and tax planning.

Learning Outcomes:

After studying this course the learners will be able to:

- Understand the role of strategy and planning in financial decisions
- Understand the importance and components of a Value Added Statement.
- Identify different types of strategic costing and their relevance.
- Discuss strategic cost reduction techniques.
- Determine the feasibility of a management buy-out.
- Develop a business plan and financial forecasts for submission to potential funders.
- Define bankruptcy and Identify factors leading to bankruptcy.
- Understand the process of reorganizing distressed firms and liquidation process of firms
- Gain an overview of company valuation.
- Analyze the substitutability of capital structure.

Course Contents:

Unit 1

(12 hours)

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, Economic Value Addition, Value added statement. Strategic Cost Management:

Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.

Unit 2

(12 hours)

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders.

Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buyouts/buy-ins.

Real options: Financial and real options compared, various types of real options, the Black Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.

Unit 3

(12 hours)

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms.

Company disposals: sale of a non-core subsidiary, Exit strategy, valuation, timing of sale and tax planning opportunities and calculation of the various tax implications.

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy.

Unit 4

(9 hours)

Company Valuation: an overview of valuation, valuation principles and practices, the impact of “what if” scenarios. Other strategic issues: managing credit ratings, dividend and share repurchase policy. Strategic risk management, substitutability of capital structure, risk management choices, financial, physical and operational hedging.

Essential Readings:

1. Pettit, J., *Strategic Corporate Finance Applications in Valuation and Capital Structure*, John Willey & Sons, Inc.
2. Damodaran, A., *Corporate Finance Theory and Practice*, John Willey & Sons.

Additional Readings:

1. Jakhota, *Strategic Financial Management*, Vikas Publication.
2. Damodaran, A., *Applied Corporate Finance*, John Willey & Sons.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 2: CORPORATE ANALYSIS & 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		
Corporate Analysis & Valuation DSE-2	4	3	1	0	Class XII	Basic of accounting

Objective:

- To enable the learners to analyse the health of a company through their annual reports and will equip them to understand how to determine its value.

Learning Outcomes:

After studying this course the learner will be able to understand:

- The financial health of a company through qualitative and quantitative analysis.
- The basic of valuation and Cash Flows Forecasting.
- The various valuation techniques for company's valuation and their application.

Course Contents

Unit 1: Analysis of Corporate Financial Statements (12 hours)

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analysing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. Understanding financial statements of manufacturing and service organisations. Common size analysis and relevant ratios (Study from the Annual Reports of the companies).

Unit 2: Introduction to Valuation Techniques & Cash Flows Forecasting (12 hours)

Introduction to Valuation: Value and price, Balance sheet-based methods, Income statement-based methods. Cash flow discounting-based methods. Deciding the appropriate cash flow for discounting, The free cash flow to the firm, free cash flow to equity. Forecasting Cash flows: simple model for forecasting income and cashflows. Earnings, Tax effect, Reinvestment needs, dividend.

Unit 3. DCF Valuation, Discount Rates & Beta (12 hours)

Discounted Cash flow Valuation: Valuation of a company with no growth, constant growth, variable growth and infinite life. Estimating Discount Rates – cost of equity, cost of debt, tax shield, weighted average cost of capital. Calculation of beta, instability of beta, adjusted beta, levered and unlevered beta.

Unit 4: Relative Valuation & Other Applications (9 hours)

Relative Valuation: standard multiples, comparable companies, potential pitfalls; estimating multiples using regression. Valuation of brands and intellectual capital. Interest rates and company valuation. Impact of inflation on valuation. Reconciling relative and discounted cash flow valuation. Case studies in valuation.

Essential Readings:

1. Damodaran, A. (2016). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. John Wiley & Sons.
2. Chandra, P. (2019). Corporate Valuation and Value Creation. Tata McGraw-Hill Education.

Additional Readings:

1. Foster, G. (1986). Financial Statement Analysis. Prentice Hall.
- Latest Editions of the Readings may be used.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 10: ENTREPRENEURIAL 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		
Entrepreneurial Finance DSE-10	4	3	1	0	Class XII	Basic understanding of concepts related Entrepreneurship

Course Objectives:

The Learning Objectives of this course are as follows:

- To develop an understanding of the principles of entrepreneurial finance and the role of finance in the successful venture life cycle.
- To identify and analyze the key elements of a business plan and choose an appropriate form of business organization for the venture.
- To apply short-term and long-term financial planning techniques to forecast sales, estimate sustainable growth rates, and determine additional financing needs to support growth.
- To analyze different valuation methods, including discounted cash flow and venture capital valuation, and apply them to value early-stage ventures and venture capital investments.
- To evaluate different financing alternatives, including professional venture capital, business incubators, seed accelerators, and foreign investor funding sources, and design appropriate security structures for growing ventures, such as common stock, preferred stock, convertible debt, and warrants/options.

Learning Outcomes:

Upon completion of the course the learner will be competent to:

- Apply the principles of entrepreneurial finance and understand the role it plays in the successful venture life cycle, including the key elements of a business plan and forms of business organizations.
- Develop short-term and long-term financial plans using systematic forecasting techniques and estimate sustainable sales growth rates and additional financing needed to support growth.
- Evaluate early-stage ventures using different valuation methods, including present value, discounted cash flow, and venture capital valuation techniques.
- Compare and analyze different financing alternatives, including professional venture capital, business incubators, seed accelerators, and foreign investor funding sources, and design appropriate security structures for growing ventures.

Adopt a life cycle approach for entrepreneurial finance and understand financial bootstrapping and business angel funding as alternative financing options for the different stages of the venture life cycle.

Course Contents

Unit I: Introduction to Finance for Entrepreneurs (9 hours)

Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance. The Successful Venture Life Cycle. Key Elements of a Business Plan. Forms of Business Organisations and Choosing the Appropriated Organization. Financing through the Venture Life Cycle, Financial Bootstrapping and Business Angel Funding. Life Cycle Approach for Entrepreneurial Finance.

Unit 2: Financial Planning for Enterprises (12 hours)

Short Term Financial Planning: Short Term Cash Planning Tools, Cash Planning from a Projected Monthly Balance Sheet. Long Term Financial Planning: Systematic Forecasting – Forecasting Sales for Seasoned Firms, Forecasting Sales for Early-Stage Ventures. Estimating Sustainable Sales Growth Rates. Estimating Additional Financing needed to support Growth.

Unit 3: Valuing Ventures (12 hours)

Valuing Early-Stage Ventures: Concept, Basic Mechanics of Valuation – Present Value Concept, Estimates and Discounted Cash Flow. Just in Time Equity Valuation. Venture Capital Valuation Methods: Review of Basic Cash Flow Based Equity Valuations, Basic Venture Capital Valuation – Using Present Values and Future Values. Earning Multipliers and Discounted Dividends.

Unit 4: Structuring Financing for Growing Venture (12 hours)

Professional Venture Capital – History and Overview, Professional Venture Investing Cycle. Other Financing Alternatives – Business Incubators and Seed Accelerators; Intermediaries, Facilitators and Consultants; Business Crowdsourcing and Crowdfunding; Commercial and Venture Bank Lending, Foreign Investor Funding Sources. Designing Security Structures – Common Stock, Preferred Stock, Convertible Debt, Warrants and Options, Other Concerns.

Essential Readings

1. Leach, C. J., Melicher, R. W. (2017). *Entrepreneurial finance*. Cengage Learning.
2. Stancill, J. M. (2016). *Entrepreneurial finance: A casebook*. Thomson.
3. Shepherd, D. A., & Zacharakis, A. (2014). *Entrepreneurial finance: Strategy, valuation, and deal structure*. Academic Press.

Additional Readings:

1. Hornsby, J. S., Kuratko, D. F., & Zahra, S. A. (2002). Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement scale. *Journal of business venturing*, 17(3), 253-273.
2. Sahlman, W. A. (1990). The structure and governance of venture-capital organizations. *Journal of financial economics*, 27(2), 473-521.

3. Hsu, D. H. (2004). What do entrepreneurs pay for venture capital affiliation? *Journal of finance*, 59(4), 1805-1844.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 12: 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 (if any)
		Lecture	Tutorial	Practical/ Practice		
Wealth Management DSE-12	4	3	1	0	Class XII	NA

Course Objectives:

- To equip students with the knowledge and practical understanding of important dimensions of wealth management.
- To understand and do planning for their tax liabilities, investments, insurance coverage, retirement and estate needs.

Learning Outcomes:

After the completion of this course the student will be able:

- To provide an overview of various aspects related to wealth management.
- To acquaint the learners with issues related to taxation in wealth management.
- To study the relevance and importance of insurance in wealth management.
- To understand the importance and process of choosing right investments.
- To understand various components of retirement and estate planning.

Course Contents

Unit I: Basics of Wealth Management and Tax Planning (12 hours)

Introduction to Wealth Management, Need for Wealth Management, Components of Wealth Management, Process of Wealth Management, Code of Ethics for Wealth Managers, Wealth Management in India. Tax Planning – Tax Avoidance versus Tax Evasion, 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)

Basics Concepts – Risks, Risk Management and Underwriting. 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: Retirement Planning and Estate Planning

(9 hours)

Retirement Planning – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income. Estate Planning – Fundamentals of Estate Planning, Impact of Property Ownership and Beneficiary Designations, Estate Planning Documents, and Executing Basic Estate Planning.

Essential Readings:

1. Randall S. Billingsley, Lawrence J. Gitman, and Michael D. Joehnk (2017): *Personal Financial Planning*. Cengage Learning.
2. Susan M. Tillery, and Thomas N. Tillery: *Essentials of Personal Financial Planning*. Association of International Certified Professional Accountants.

Additional Readings:

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

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GENERIC ELECTIVE (GE) COURSES

GE 2: FINANCIAL MANAGEMENT OF FAMILY BUSINESS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Financial Management of Family Business GE-2	4	3	1	0	Class XII	NA

Course Objectives:

- To familiarize students with various financial and quantitative techniques of analysis required at different stages for management of family business.
- To acquaint the students with qualitative aspects related to starting a new venture and various options for financing.

Learning Outcomes:

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

- Understand the process of screening of ideas and carrying out appraisal of new venture
- Learn various quantitative methods for demand forecasting and financial projections
- Evaluate projects using capital budgeting techniques
- Evaluate risk for business projects and identify alternative sources of financing

Course Contents

Unit 1: Capital Investments & Starting a Venture (9 hours)

Capital investments importance and difficulties, types of capital investments, phases of capital budgeting, levels of decision making, facets of project analysis, key issues in major investment decisions. Generation of ideas, monitoring the environment, corporate appraisal, tools for identifying investment opportunities, scouting for project ideas, preliminary screening, project rating index, sources of positive net present value.

Unit 2: Demand Forecasting & Financial Projections (12 hours)

Methods of demand forecasting: qualitative methods – jury of executive and Delphi method. Time series projection methods: trend projection, exponential smoothing and moving average method. Causal methods: chain ratio, consumption level, end use, bass diffusion, leading indicator and econometric method. Uncertainties in demand forecasting, improving forecasts, coping with uncertainties.

Financial estimates and projections: cost of project, estimates of sales and production, cost of production, working capital requirement and its financing, profitability projections, projected cash flow statement, projected balance sheet and multi-year projections.

Unit 3: Capital Budgeting & Project Selection (12 hours)

Project appraisal: market appraisal, technical appraisal, financial appraisal, economic appraisal, and managerial appraisal. Project cash flows: components of cash flow, basic principles of cash flow estimation, cash flows for a replacement project. Biases in cash flow estimation: overestimation and underestimation of profitability. Time value of money: concept, present and future value of a single amount, present and future value of an annuity. Investment evaluation criteria: payback period, accounting rate of return, net present value, profitability index, internal rate of return (IRR), modified internal rate of return (MIRR). Assessment of various methods, investment evaluation in practice.

Unit 4: Risk Analysis and Financing (12 hours)

Risk Analysis: sources and measures of risk. methods of assessing risk: sensitivity analysis, scenario analysis, break-even analysis, simulation analysis, decision tree analysis. Managing risk. Project selection under risk – judgmental evaluation, payback period requirement, risk adjusted discount rate method, certainty equivalent method. Risk analysis in practice.

Financing: capital structure, choices of financing, internal accruals, equity capital, preference capital, debentures (or bonds), term loans, raising capital in international markets, venture capital, private equity, venture capital vs private equity. Credit rating and appraisal by financial institutions – what information they want and how they appraise.

Essential Readings:

1. Chandra, P, *Projects – Planning, Analysis, Selection, Financing, Implementation, and Review*. 2019 Edition. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2017). *Project Appraisal and Management*. Taxmann Publications.

Essential Readings:

1. Chandra, P. (2019). *Projects: planning, analysis, selection, financing, implementation, and review*. Mcgraw Hill Education (India) Private Limited.
2. Agarwal, R, & Mehra, Y. (2021). *Project Appraisal and Management*. Taxmann Publications.

Additional Readings:

1. Goodpasture, C. J (2004): *Quantitative Methods in Project Management*. J. Ross Publishing.
2. Chandra, P. (2019). *Financial management : theory and practice*. Tata Mcgraw-Hill Pub.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GE4: FUNDAMENTALS OF 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		
Fundamentals of Econometrics GE-4	4	3	1	0	Class XII	Basics of statistics

Course Objectives:

- Understanding the role of econometrics: Students should grasp the link between economic theory, data, and econometric methods.
- Understanding and addressing regression assumptions.
- Introduction to econometric modelling.
- Students would be introduced to use of statistical software packages like Stata, R, or Python to perform econometric analysis.

Learning Outcomes:

The course will help the student to:

- Students should be able to demonstrate a clear understanding of key concepts in econometrics, such as causality, heteroscedasticity, autocorrelation, and multicollinearity.
- Students should be able to assess the violation of these assumptions and understand the implications for the validity of the results.
- Students should be able to interpret regression results accurately. They should also understand how to assess model fit, using measures like R-squared and adjusted R-squared.
- Analysing and interpreting dummy variables and interaction terms: Students should be able to incorporate categorical variables, including binary variables (dummy variables) and interaction terms, into regression models.

Unit 1

(9 Hours)

Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation and BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related to Parameters – Simple and Joint. Functional forms of regression models.

Unit 2

(12 Hours)

Violations of Classical Assumptions: multicollinearity, heteroscedasticity, autocorrelation, and model specification errors, their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions.

Unit 3 **(12 Hours)**

Understanding the impact of change in scale of variables on output. Understanding and calculation of information criteria for model selection: AIC, BIC, and HQC. Understanding and calculation of R Square and adjusted R Square. Understanding of outliers and their impact on the model's output.

Unit 4 **(12 Hours)**

Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models.

Recommendation Computer Package to be Used: Use of softwares like E-Views, R, and STATA to solve real-life problems and check assumptions, taking care of assumption violations, and test goodness of fit.

Essential Readings:

1. Dougherty, C. (n.d.). *Introduction to Econometrics*. Oxford University Press.
2. Gujarati, N. D. (n.d.). *Basic Econometrics*. New Delhi: McGraw Hill.
3. Gujarati, N. D. (n.d.). *Econometrics by Examples*. New Delhi: McGraw Hill.

Additional Reading

1. Pindyck, R. S., & Rubinfeld, D. L. (n.d.). *Econometric Models and Economic Forecasts*. Singapore: McGraw Hill.
2. Ramanathan, R. (2002). *Introductory Econometrics with Applications*. Thomson South Western.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GE 6: PERSONAL 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		
Personal Finance GE-6	4	3	1	0	Class XII	NA

Course Objectives:

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

Learning Outcomes:

On successful completion of his course, the students 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

Course Contents

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. Financial Planning as a career choice. The Financial Planning Environment. Personal Tax Planning – Tax Avoidance versus Tax Evasion, 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)**

Basics Concepts – Risks, Risk Management and Underwriting. 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 Readings:

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.

Additional Readings:

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.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GE 8: WORKING CAPITAL 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		
Working Capital Management GE-8	4	3	1	0	Class XII	NA

Course Objective(s):

- To provide understanding of the concept and importance of sound working capital strategies of a firm.
- To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability.

Learning Outcomes:

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

- understand the concept and scope of working capital, assess and compute the working capital requirement, and evaluate the techniques for effective management of working capital.
- analyze the importance of cash management, evaluate the motives for holding cash and marketable securities, and apply the strategies and techniques of cash management.
- develop and apply effective receivables management policies to optimize credit policy, analyze creditworthiness, and minimize costs associated with managing accounts receivable.
- analyze and apply different techniques of inventory management, including EOQ, minimum order quantity, ABC analysis, and JIT, to minimize inventory costs while ensuring adequate stock levels.

Course Contents:

Unit 1: Working Capital Management – Introduction (15 Hours)

Concept and Scope of Working Capital, Types of working Capital, Determinants of working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policies. Brief about working capital financing.

Unit 2: Management of Cash & Marketable Securities (12 Hours)

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management: basic strategies, techniques, Lock Box system and

concentration banking. Marketable Securities: Concept, types, reasons for holding marketable securities.

Unit 3: Management of Receivables (9 Hours)

Concept & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, analysis for optimum credit policy including credit analysis, credit standards, credit period, credit terms, etc.

Unit 4: Inventory Management (9 Hours)

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Techniques of Inventory Management – EOQ, Minimum order quantity, ABC Analysis, JIT etc.

Essential Readings:

1. Bhattacharya, H. (2016). *Working Capital Management: Strategies and Techniques* (4th ed.). PHI.
2. Rustagi, R.P. (2021). *Working Capital Management* (Reprint ed.). Taxmann..
3. Bhalla, V.K. (2011). *Working Capital Management: Text And Cases*. (13th ed.). Anmol Publishing.
4. Periasamy, P. (2012). *Working Capital Management: Theory & Practice*. 2nd Edition. Himalaya Publishing House.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

SEMESTER-V

BBA (FIA)

DISCIPLINE SPECIFIC CORE (DSC) COURSES

DSC 13: FINANCIAL 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		
Financial Derivatives DSC-13	4	3	1	0	Class XII	Basic understanding of financial market

Course Objectives:

The course will help the learner to:

- Understand the basics of spot, forwards, and futures markets, including their history and participants, and learn about the different types of margins and valuation methods.
- Gain knowledge of currency markets and learn how to calculate bid and ask in cross-currency pairs, and how to hedge with futures and forwards.
- Develop an understanding of options trading strategies, including spreads and combinations, and learn how to calculate P/L in option trades.
- Learn about the factors that affect option prices and how to calculate upper and lower bounds of call and put options with and without dividends, as well as the put-call parity theorem.
- Study option valuation models such as the Binomial and Black-Scholes models for stocks and currencies with and without dividends.

Learning Outcomes:

The course will help the learner to:

- Analyze the different types of derivatives and their features, including margins, valuations, and convergence of spot and futures.

- Evaluate the currency market and the strategies involved in hedging using futures and forwards.
- Synthesize the knowledge of options and their trading strategies, including spreads and combinations.
- Apply the binomial and Black-Scholes models to value options with and without dividends.
- Understand the factors affecting option prices and the put-call parity theorem.

Unit 1: Spot, Forwards and Futures (12 hours)

Introduction of Spot Market. History of derivatives and origin of derivatives in India. Margins: VaR Margin, ELM, Maintenance margin, Delivery Margin, SPAN Margin. Convergence of Spot and Futures. Participants of Derivatives Markets. Valuation of Forwards and Futures. Contango and Backwardation. Hedging: Long security-sell futures, Speculation: With and Without derivative market, Arbitrage: Buy spot-sell futures & Sell Spot-Buy futures.

Unit 2: Currency Market (12 hours)

Currency futures: understand and valuation, Quotations- direct, indirect. Calculation of Bid & Ask in cross currency Pair. Hedging with futures: Concept of Basis & impact of change in basis on Payment/receivables. Hedging with Forwards: Early Delivery, Early Cancellation, Early Extension, Maturity Cancellation and Maturity Extension.

[https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20\(new%20workbook%20effective%2021-Feb-2012\).pdf](https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20(new%20workbook%20effective%2021-Feb-2012).pdf)

Unit 3: Options and Trading Strategies (9 hours)

Options: Type – Call and Put & American and European, Payoffs. Calculation of P/L in Option Trade. Factors affecting option Prices. Upper Bound and Lower Bound of Call and Put option with and without dividend. Put - call parity theorem. Spreads (Bull, Bear, Box, Butterfly and Calendar Spread), combinations (Straddle, Strangle, Strip, Straps).

Unit 4: Option Valuation (12 hours)

Binomial model: One Period, Two Period and multiple Period. Black-Scholes option model (For stock and currency both) with and without dividend.

Essential Readings:

- NISM. (2012). Currency Derivatives (New Workbook Effective 21-Feb-2012). BSE Institute Limited. [https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20\(new%20workbook%20effective%2021-Feb-2012\).pdf](https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20(new%20workbook%20effective%2021-Feb-2012).pdf)
- Hull, J. C. (2018). *Options, Futures, and Other Derivatives* (10th ed.). Pearson.
- Tuckman, B., & Serrat, A. (2011). *Fixed Income Securities: Tools for Today's Markets* (3rd ed.). John Wiley & Sons.

- McDonald, R. L. (2014). *Derivatives Markets* (3rd ed.). Pearson.

Additional Readings:

- Bhalla, V. K., & Singh, N. (2015). Currency derivatives: A beginner's module. National Stock Exchange of India Limited.
https://www.nseindia.com/content/ncfm/ncfm_modules.htm
- Lipton, A. (2015). *Mathematical methods for foreign exchange: A financial engineer's approach*. World Scientific Publishing Co. Pte. Ltd

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSC 14: 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		
Corporate Restructuring DSC-14	4	3	1	0	Class XII	NA

Course Objective(s):

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

Learning Outcomes:

After studying this course, the student will be able to:

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

Unit 1: Corporate Restructuring – An Overview (12 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 hours)

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 defence tactics. Reasons for failure of M&A.

Unit 3: Deal Valuation and Evaluation (15 hours)

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 (6 hours)

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

Essential Readings:

1. Weston, F., Chung, K. S., & Siu, J. A. (n.d.). *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 ed.). Pearson Education.

Additional Readings:

1. Ramanujan, S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*. McGraw Hill.
2. Narayankar, R. (2013). *Merger and Acquisitions: Corporate Restructuring, Strategy, and Practices* (2nd ed.). International Book House Pvt. Ltd.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSC 15: BUSINESS ENVIRONMENT AND POLICY

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Environment and Policy DSC-15	4	3	1	0	Class XII	NA

Course Objective(s):

- To evolve a clear understanding of impact of various macroeconomic variables (both internal and external) on business.
- To discuss the various government policies and its impact on the business outcomes.
- To focus on the importance of economic environment and policy in decision making.

Learning Outcomes:

After studying the course the student will be able to

- Become aware and sensitive towards the overall Business environment within country and at global level. Students will be able to:
- Understand and critically evaluate the factors affecting business environment.
- Identify business opportunities both in the country and abroad.
- Understand Economic Survey and its implications for Indian Business Environment.
- Critically evaluate the government policies related to business environment.

Unit 1 Introduction & Macroeconomic Indicators of Indian Economy:

Learning Outcomes:

- Recall the key concepts and definitions related to business environment, macroeconomic indicators, and Sustainable Development Goals.
- Describe the types of business environment, interaction between internal and external environments, nature and structure of the economy.
- Analyze macroeconomic indicators and assess their impact on business operations.
- Evaluate the effectiveness of government policies in addressing economic challenges.
- Evaluate the impact of technology transfers on business operations.
- Develop strategies for businesses to operate in different types of business environments.

(12 hours)

Content:

Introduction: Concept, Significance and Nature of Business Environment, Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting. Social Responsibility of Business. Technological environment – nature of technology, interface between technology and business, Management of technology transfers. Availability of natural resources and demographic conditions in India.

Macroeconomic Indicators of Indian Economy: Inflation, interest rates, Yield on 91 days Treasury Bills and 10 years Government Securities, changes in exchange rates, Fiscal Deficit, Current account balance (deficit/Surplus) of India's Balance of Payments. India's achievements vis-a vis Sustainable Development Goals (SDG).

Unit 2 Government Policies related to Businesses

Learning Outcomes:

- Recall the key policies related to industrial development, trade, and finance.
- Describe the benefits of digitization and unification of payment systems.
- Apply the concept of ease of doing business to identify strategies to improve business environment in India.
- Analyze the impact of "Make in India" and "Atmanirbhar Bharat" policies on various sectors of the Indian economy.
- Evaluate the impact of digitization and unification of payment systems on the Indian economy.
- Develop strategies to address the challenges faced by businesses in doing business in India.

Content: (12 hours)

Industrial Policies; EXIM Policies; Monetary Transmission- Bank's credit to Non- Agriculture sectors; Digitization and Unification of Payment system – UPI; Ease of Doing Business – Concept, Parameters and their measurement, issues and challenges in 'Doing Business'; Disinvestment in Public Sector Units; Understanding of "Make in India" and "Atmanirbhar Bharat" and its impact on Indian Economy.

Unit 3 Relationship between Business and Government

Learning Outcomes:

- Recall the relationship between business and government.
- Understand recent changes in fiscal and monetary policies and their implications for businesses.
- Apply knowledge of government policies to identify opportunities and challenges for businesses.
- Analyze the impact of government policies on the Indian business environment.
- Evaluate the performance of the Indian economy based on the latest Economic Survey.
- Create proposals for new policies to improve the Indian business environment.

(12 hours)

Content:

Relationship between Business and Government; Union Budget as an instrument of growth and its Impact on Business; Recent Changes in Fiscal and Monetary Policies; Impact of Government Policies on Indian Business Environment; Analysis of latest Indian Economic Survey with respect to the performance Indicators and changes from the previous year.

Unit 4 Global Business Environment**Learning Outcomes:**

- Understand foreign direct investment (FDI), foreign institutional investment (FII), and their impact on the global business environment
- Understand the role of WTO in regulating international trade and its implications for India.
- Apply knowledge of economic indicators to compare and contrast the performance of India and China.
- Analyze the relative performance of India as a member of BRICS and BIMSTEC.
- Evaluate the attractiveness of specific markets for FDI and FII.
- Develop strategies for attracting FDI and FII to specific markets.
- Create proposals for improving India's comparative performance with China on key economic indicators.

Content:**(9 hours)**

Global Business Environment: Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade; Relative performance of India as a member of BRICS and BIMSTEC; Comparative analysis of India Vs China on major economic indicators.

Essential Reading:

1. Latest Economic Survey of India
2. Latest Union Budget
3. Business Environment by A. C. Fernando, Pearson India, ISBN: 9788131731581.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

DSE 3: PROJECT APPRAISAL AND FINANCING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To provide an understanding to the students about identification of a project, feasibility analysis, alternative project appraisal techniques, Project financing.

Learning Outcomes:

On successful completion of this course, the students will be able to:

- Apply various methods of project Appraisal.
- Use Capital Budgeting techniques for financial evaluation and selection of Projects.
- Understand the concept and application of Social Cost and Benefit Analysis.
- Carry out Risk Analysis for business projects and identify alternative sources of financing.
- Apply appraisal techniques for evaluating live projects.

Course Contents

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 and Social Appraisal (15 hours)

Project Cost and its components, Investment Evaluation Methods (Non-Discounting and Discounting Methods): Payback Period, Accounting Rate of Return, Discounted Payback Period, Net Present Value, Profitability Index, Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR). Suitability of Methods to different Projects, Investment Evaluation in Practice. Social Appraisal: Rationale for Social Cost Benefit Analysis, Approaches of SCBA (UNIDO and Little-Mirrlees Approach), Environment Impact Assessment (EIA) and Social Impact Assessment (SIA) of Projects. Relevant Case Studies.

Unit 3: Project Risk Analysis**(12 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, Project Selection under Risk – Judgmental Evaluation, Payback Period, Risk Adjusted Discount Rate Method, Certainty Equivalent Method, Strategies for Risk Management.

Unit 4: Project Financing**(9 hours)**

Capital Structure; Choices of Financing; 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, Consortium Financing, Public Private Partnership (PPP), Securitization, Crowd Funding; Raising Capital from International Markets: Foreign Issue, Foreign Direct Investment (FDI), External Commercial Borrowings (ECB).

Essential Readings:

1. Chandra, P: *Projects – Planning, Analysis, Selection, Financing, Implementation, and Review*. 2019 Edition. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2017). *Project Appraisal and Management*. Taxman Publications.

Additional Readings:

1. Goodpasture, C.J *Quantitative Methods in Project Management*. J. Ross Publishing.
2. Chandra, P, *Financial Management: Theory and Practice*, McGraw Hill Publishing.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 5: 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 (if any)
		Lecture	Tutorial	Practical/ Practice		
Digital Finance DSE-5	4	3	1	0	Class XII	NA

Course Objective(s):

- To get the students acquainted with the dramatic changes in the financial sector generated by the digital revolution.

Learning Outcomes:

After studying this course the student will get the:

- Understanding of the nature of digital revolution in finance.
- Knowledge of key digital technologies and products, and state reaction to the digital revolution.
- Knowledge of FinTech, big data analytics and new financial business models.

Course Contents:

Unit 1: Digital Transformation of Finance

(8 Hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Recall the major milestones in the history of financial innovation.
- Understand the process of digitization in financial services and its impact on the industry.
- Apply the concepts of FinTech to assess their potential for transforming the financial industry.
- Analyze the different types of FinTech and their specific applications in the financial industry.
- Critically evaluate the impact of different types of FinTech on traditional financial services.
- Propose innovative ideas for further advancing the digitization of financial services.

Content:

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- Role of finance in economy, the role of financial intermediaries, Types and functioning of crowdfunding markets, Differences between traditional funding models and crowdfunding markets, Informational problems in the crowdfunding model.

Unit 2: Payment Systems

(12 Hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Recall the process of digitalization in the payment system.
- Understand the attributes that contribute to a well-functioning payment system.
- Apply understanding of electronic payment systems to assess their suitability for different transaction types.
- Assess the risks and benefits associated with new entrants and payment models for the banking system.
- Evaluate the impact of the growth of digital payments in India on financial inclusion and economic development.
- Develop comprehensive guidelines and policies for digital payments that align with the evolving financial landscape and regulatory requirements.

Content:

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

(20 Hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Define crypto assets, cryptocurrencies, and blockchain.
- Summarize the future prospects of cryptocurrencies as a form of currency.
- Apply knowledge of PropTech to evaluate its applications in the real estate industry.
- Evaluate the regulatory debate surrounding cryptocurrencies and blockchain.
- Compare and contrast different blockchain systems and their functioning.
- Propose innovative use cases of Internet of Things (IoT) and Augmented/Virtual Reality (AR/VR) in the financial industry to enhance customer experience and efficiency.

Content:

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 (20 Hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Recognize the characteristics and features of smart accounts and customized financial products.
- Comprehend the relationship between big data, machine learning, and improved financing decisions.
- Utilize big data and machine learning techniques to improve financing decisions.
- Analyze the risks associated with high-frequency trading and propose mitigation strategies.
- Critically evaluate the role of digital securities as a new systemic risk in the economy.
- Design innovative approaches to leverage big data and machine learning for financing decisions.

Content:

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 a new systemic risk in the economy. Regulations on cybersecurity. Latest development in the field of Digital Finance.

Essential Readings:

1. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2019). *Disrupting finance: FinTech and strategy in the 21st century*. Springer Nature.
2. Beaumont, P. H. (2019). *Digital Finance: Big Data, Start-ups, and the Future of Financial Services*. Routledge.

Additional Readings:

1. Phadke, S. (2020). *FinTech Future: The Digital DNA of Finance*. Sage Publications.
2. Maese, V. A., Avery, A. W., Naftalis, B. A., Wink, S. P., & Valdez, Y. D. (2016). *Cryptocurrency: A primer*. *Banking LJ*, 133, 468.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi..

DSE 6: MICROFINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Microfinance DSE-6	4	3	1	0	Class XII	NA

Course Objective: The course is aimed at evolving clear understanding of role of Microfinance and Insurance in addressing the problem of poverty and income generating activities to the poor people. The participants will be equipped with Microfinance concepts, functions, products and strategies that will help in pertinent policy making in their respective departments/organizations. Participants should concentrate more on the latest publications on various online sites and concerned reports.

Learning Outcomes:

Students after reading this course will become aware and sensitive towards the people at the bottom of the pyramid. They will be able to understand:

- Facts and figures regarding Poverty in India.
- The need and relevance of Microfinance.
- The role of Micro Finance Institutions for financial Inclusions.
- The Role of NGOs in implementing the Governments welfare policies.

Course Contents

Unit 1: Introduction to Microfinance

(9 hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Identify the emerging trends in microfinance.
- Understand the Human Development Index and the Hunger Index.
- Apply the knowledge of the Human Development Index and the Hunger Index to evaluate and compare countries.
- Critically evaluate India's position on the poverty index.
- Evaluate the strengths and weaknesses of different poverty indices.
- Propose strategies for improving India's position on the poverty index.

Content:

Background, evolution, and Overview; Emerging trends in Micro finance; Poverty: Sources and Consequences of Poverty, Understanding the construct of Poverty Indices - The Human Poverty Index (HPI) developed by UN and Global Multidimensional Poverty Index (MPI),

critical evaluation of India's position on the Poverty Index; Understanding of Human Development Index and Hunger Index.

Unit 2: Microfinance Models

(12 hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Identify and describe different models in microfinance.
- Understand the objectives and operations of the different models in microfinance.
- Apply the principles and practices of the models to design and implement microfinance initiatives.
- Analyze the strengths and weaknesses of the models and their impact on rural development.
- Evaluate the success and limitations of the various models in meeting the financial needs of micro-entrepreneurs and assess their scalability.
- Propose innovative microfinance initiatives based on the lessons learned from case studies, considering local context and challenges.

Content:

NABARD model, SIDBI model, SGSY model, Grameen Banking model, NMDFC model, Associations model, Community Banking Model, Credit unions etc. Strategic Issues in Microfinance: Significance of NGOs: their role and responsibilities; case studies.

Unit 3: Microfinance Institutions

(12 hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Recall the different types of MFIs.
- Understand the issues and challenges involved in pricing micro-loans.
- Apply risk management techniques and tools in the context of microfinance operations.
- Assess the commercial viability of MFIs based on financial and operational indicators.
- Evaluate the strengths and limitations of different MFI models and their suitability for different target populations.
- Design innovative MFI models that combine commercial viability with social impact to maximize financial inclusion.

Content:

Eligibility, Regulations, types, Commercial Microfinance: Investing in Microfinance, Viability of MFIs, Risk management in Micro finance; Pricing of Micro-loans: issues and challenges; Strategic Issues in Microfinance, Role of RBI in Financial Inclusion.

Unit 4: Social Rating, Credit Rating of MFIs

(12 hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Recall the concepts of social rating, credit rating and their importance in evaluating the performance of MFIs.

- Understand the significance of impact assessment in evaluating the effectiveness and outcomes of microfinance initiatives.
- Apply the principles and guidelines of the MUDRA Yojana to facilitate access to finance for microenterprises.
- Analyze the challenges and opportunities in implementing microinsurance in the context of microfinance.
- Evaluate the impact and outcomes of different Government welfare schemes in achieving financial inclusion.
- Generate new case studies highlighting successful approaches and lessons learned from government welfare schemes for financial and social inclusion.

Content:

Social Rating, Credit Rating of MFIs and Impact assessment in Micro finance; Micro insurance: issues and challenges; MUDRA Yojana; PMJDY. Government's welfare schemes for financial and social inclusions like Deendayal antyodaya yojana, Pradhan Mantri Garib Kalyan Yojana (PMGKY) (Case Studies).

Essential Readings:

1. Panda, D. K. (2009). *Understanding Microfinance*. Wiley
2. Indian Institutes of Banking and Finance. (2008). *Micro-finance Perspectives and Operations*. MacMillan India Ltd.
3. Armendariz, B., & Morduch, J. (2005). *The Economics of Microfinance*. Prentice-Hall of India Pvt. Ltd. Delhi.

Additional Readings:

1. Ledgerwood, J. (1998). *Microfinance Handbook: An Institutional and Financial Perspective*. The World Bank, Washington, D.C.
2. Harper, M. (2003). *Practical Microfinance: Training Guide for South Asia*. Vistaar Publication, New Delhi.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 7: MANAGEMENT OF FINANCIAL INSTITUTIONS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Management of Financial Institutions DSE-7	4	3	1	0	Class XII	NA

Course Objective(s):

- This course aims at enabling the students to understand and to contribute to the strategic operational policies and risk management practices of financial institutions in a competitive environment.

Learning Outcomes:

After studying this course the student will be able:

- Understand the functioning of a financial institution.
- Understand the entire process of operating a bank and other financial institutions with respects to the rules and regulations prescribed by the regulators.
- Understand the problems faced by the banks like that of NPA or of liquidity challenge etc. and tools and techniques to manage them.

Course Contents:

Unit 1: Foundation and Key Concepts (9 hours)

Financial Intermediation: Types of Financial Services-Depository Institutions, Finance Companies, Security Firms and Investment Banks, Mutual Funds and Hedge Fund Companies, Insurance Companies. An Overview of the Indian Financial System; Regulation of Banks, NBFCs & FIs, Capital Adequacy: Capital adequacy norms; Basel agreement-II&III, CRR & SLR management.

Unit 2: Financial Statement Analysis of Banks (12 hours)

Statement of Financial Sector: Statements of Financial Institutions: Analysing Bank's Financial Statement: The balance sheet; income statement; Cash Flow Statement; profitability, liquidity and solvency analysis; Sources and Uses of Banks Funds, Performance Analysis of banks: CAMELS Risk system; Key Performance Indicators; Data Envelopment Analysis, Asset Liability Management: RBI guidelines on asset liability management.

Unit 3: Measuring and Managing Risk Part 1 (12 hours)

Institutional Risk Management: Interest Rate Risk: Level and Movement of Interest Rates, Term Structure of Interest Rates, Interest Rate Risk Management: Measurement of Interest Rate Risk; Duration and its kinds; Convexity. Managing Interest Rate Risk: Repricing Gap Model, Duration Gap Model, Cash Flow Matching Model; Convexity Adjustments. Credit Risk: Individual Loan Risk, Return on Loans , Measurement of Credit Risk- Models of Credit Risk Measurement and Pricing, Qualitative and Quantitative Models, Loan Portfolio and Concentration Risk, Moody's Analytics Portfolio Manager Model, Loan Volume-Based Models, Loan Loss Ratio-Based Models, Regulatory Models. NPA & its types, Management of NPA Market Risk; Liquidity Risk, Operational Risk.

Unit 4: Measuring and Managing Risk Part 2

(12 hours)

Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window. Market risk; Banking Book and Trading Book, The Riskmetrics Model, The Historic (Back Simulation) Model, The Monte Carlo Simulation Approach, Regulatory Models: The Bis Standardized Framework, Off- Balance Sheet Risk: Off-Balance-Sheet Activities, Returns and Risk of Off-Balance-Sheet Activities; Technology and Other Operational Risk, Securitization.

Essential Readings:

1. Saunders & Cornett – *“Financial Institutions Management – A risk management approach”* Tata McGraw Hill.
2. Paul, J & Suresh, P -*“ Management of Banking and Financial Services”* Pearson.

Additional Readings:

1. Resti & Sironi – *“Risk management and shareholders” value in banking”*. John Wiley.
2. RBI Master Circulars and other Regulatory documents applicable at the time of teaching the course.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 9: INSURANCE 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		
Insurance Management DSE-9	4	3	1	0	Class XII	NA

Course Objectives: To enable students to identify and manage different types of risks. They will be able to understand the concepts, types and principles of Insurance. Further, they will know the important aspects and technical components of management of Insurance business.

Learning Outcomes:

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

- identify and analyze various types of risks faced by individuals and businesses, evaluate the role and importance of insurance in mitigating these risks, and differentiate between different types of insurance
- understand the principles of risk management, techniques for managing risks, and legal principles governing insurance contracts, and develop an understanding of real-world risk management scenarios.
- understand the legal Characteristics and components of insurance contracts, underwriting principles, claims settlement process, and the regulatory framework of the insurance industry in India.
- comprehend the different aspects of insurance business management, including reinsurance, alternative risk transfer, investments, rate-making, coinsurance, and important provisions of insurance policies.

Course Contents

Unit 1: Insurance and Risk

(12 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. Life and General Insurance: Types, 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 (9 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 Readings:

1. Rejda, G. E., McNamara, M. J., & Rabel, W. H. (2021). *Principles of Risk Management and Insurance*. (14th ed.). Pearson Education.
2. Mishra, M. N., & Mishra, S. B. (2016). *Insurance Principles and Practice*. (14th ed.). S. Chand and Company.

Additional Readings:

1. Gupta, P. K. (2022). *Insurance and Risk Management* (2nd ed.). Himalaya Publishing House.
2. Institute of Chartered Accountants of India. (2021). *Diploma in Insurance and Risk Management* [Course modules].

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 11: INTERNATIONAL FINANCIAL ARCHITECTURE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Financial Architecture DSE-11	4	3	1	0	Class XII	NA

Course Objective:

- To acquaint students with the latest developments in the international business relationships and agencies funding for country's development.

Learning Outcomes:

After completion of this paper:

- Students shall be aware of the latest development in the international business relationships which will enable them to make better decisions related to international business.
- Students shall have the knowledge of different international investment avenues and opportunities available.
- Students shall be aware of various regional trading blocks, international institutions and funding agencies.

Course Contents:

Unit 1 (12 hours)

Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Importance, nature and scope of international relation, modes of entry into international business, internationalization process and managerial implications. Domestic, foreign and global environments and their impact on international business decision; Growing concern for green trades.

Unit 2 (12 hours)

International economic & trading environment: Regional integration and trade blocks, regionalism v/s. multilateralism, European Union. Integration of developing countries – BRICS, ASEAN, SAARC, SAFTA, NAFTA, G-20. World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade, UNCTAD, WTO, GATT, GATS, TRIM, TRIPS; India's role in facilitating trade relations under BRICS, SAARC, SAFTA, ASEAN and to WTO.

Unit 3 (9 hours)

International investment: Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, Cross border mergers and acquisition, foreign investment in India-Impact of reforms on competitiveness of the Indian Firms, EURO/ADR issues, ECBs; current economic crises in US/Europe/Asia and its impact on economic growth in India.

Unit 4

(12 hours)

Economic institutions – International Monetary Funds (IMF), World Bank (IBRD, IDA, IFC), Asian Development Bank, BRICS Development Bank, European Bank for Reconstruction and Development, Bilateral funding arrangements with special reference to Japan International Cooperation Agencies (JICA), agencies of USA; Case studies on Bilateral financing arrangements of Indian projects like Delhi Metro, Dedicated Freight corridor, Nuclear Power Plant etc.

Essential Readings:

1. Radebaugh, L.H., Sullivan, D.P., Salwan, P., & Daniels, J.D. (n.d.). International Business Environments and Operations (15th ed). Pearson.
2. Hill, W. L., Charles, & Jain, A.K. (2008). International Business (6th ed). India: McGraw Hill.

Additional Readings:

1. Bennet, R. (1999). International Business. Financial Times. London: Pitman Publishing.
2. Vyuptakesh, S. (2003). International Business (2nd ed). India: Pearson Education.
3. Krueger, A. O. (2002). Economic Policy Reforms and the Indian Economy. OUP.
4. Velasquez, M. G. (2012). Business Ethics Concepts and Cases (7th ed.). New Delhi: PHI.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GENERIC ELECTIVE (GE) COURSES

GE 1: FUNDAMENTALS OF FINANCIAL MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Fundamentals of Financial Management GE-1	4	3	1	0	Class XII	Basic knowledge of financial accounting, cost and management accounting and corporate accounting

Course Objectives:

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

Learning Outcome:

Upon completion of the course a learner shall be competent to:

- Understand the concept of time value of money, process of capital budgeting, concepts of cost of capital and other aspects of financing, dividend and working capital decisions
- Understand the process of making investments, raising finance for investment in fixed and current assets and distribution of surplus from business operations.
- Apply the techniques of time value of money in real life situations, techniques of capital budgeting in investment decisions, process to calculate the cost of capital and share price based on dividends along with the estimation of working capital and its components.
- 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 pay-out 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.

Course Contents:

Unit 1 (9 hours)

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money – present value, future value, annuity.

Unit 2 (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 period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitability Index Method.

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 over-all cost of capital based on Historical and Market weights (WACC).

Unit 3 (12 hours)

Strategic Financing Decisions - Capital Structure, Theories and Value of the firm – Net Income approach, Net Operating Income approach, Traditional approach, Modigliani Miller (MM) model. Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis. Guidelines for capital structure planning, Link between capital structure and capital budgeting. Dividend Decisions: Factors determining dividend policy, Theories of dividend- Gordon model, Walter model, MM Hypothesis. Dividend policies in practice.

Unit 4 (9 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 Readings:

1. Berk, J., & DeMarzo, P. (n.d.). Corporate Finance (5th ed.). Pearson - Prentice Hall.
2. Horne, J. C. V., & Wachowicz, J. M. (n.d.). Fundamentals of Financial Management (13th ed.). FT Prentice Hall, Pearson Education.
3. Pandey, I. M. (n.d.). Financial Management. Pearson.

Additional Readings:

1. Khan, M. Y., & Jain, P. K. (n.d.). Financial Management Text, Problems, and Cases. Tata McGraw Hill Publishing Co. Ltd.
2. Brealey, R. R., Myers, S., Allen, F., & Mohanty, P. (n.d.). Principles of Corporate Finance. New Delhi: Tata Mc-Graw Hill.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GE 3: FUNDAMENTALS OF STOCK TRADING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Fundamentals of Stock Trading GE-3	4	3	1	0	Class XII	Basic understanding of financial concepts and terminology

Course Objectives:

The course will help the learner to:

- Understand the fundamentals of investment, investment environment, and the principles of sound investment.
- Gain knowledge of the Indian securities market, including primary and secondary markets, IPOs, stock exchanges, and stock indices.
- Learn about online security trading, including trading mechanisms, settlement processes, and different types of orders.
- Understand mutual funds, their structure, advantages, and limitations, as well as different types of schemes and plans.
- Gain knowledge of how to evaluate investment alternatives, including criteria for evaluating mutual funds, and performance evaluation of mutual funds.

Learning Outcomes:

The course will help the learner to:

- Understand the fundamentals of investment, investment environment and principles of sound investment, and evaluate different investment alternatives based on criteria such as risk and return.

- Analyze the Indian securities market, differentiate between capital and money markets, primary and secondary markets, and comprehend the role of market participants such as issuers, investors, and intermediaries.
- Explain the trading mechanism on exchanges, online trading mechanisms, and the types of orders and conditions associated with it.
- Evaluate mutual fund schemes, their structures, advantages, and limitations, and comprehend the factors affecting the choice of mutual funds.
- Analyze the performance evaluation of mutual funds and comprehend the ranking methodology used by CRISIL for mutual funds.

Course Contents

Unit 1: Basics of Investment & Investment Environment (9 Hours)

Fundamentals of Investment, Features of Investment, Investment Environment. Principles of sound Investment. The Investment Decision Process. Modes of Investment – Direct Investing and Indirect Investing, Approaches to Investing – Active Investing and Passive Investing. Risk Return Trade Off. Types of Securities – Equity Shares, Bonds and Debentures, and Government Securities. Alternative Investments (Briefly) – Mutual Funds, Derivatives, Unit Linked Insurance Policy (ULIP), Exchange-traded funds (ETFs), Collective Investment Schemes (CIS), Real Estate Investment Trusts (REITs). Criteria for Evaluation of Investment Alternatives.

Unit 2: Indian Securities Market (12 Hours)

Securities Market – Capital Market and Money Market, Difference between Capital and Money Market, Primary and Secondary Market, Difference between Primary and Secondary Market. Over the Counter (OTC) and Exchange Traded market. Modes of offering Equity Shares – Initial Public Offering (IPO), Follow-on Public Offering (FPO), Difference between IPO and FPO, Difference between Offer for sale (OFS) and Public offer (IPO/FPO). Methods of IPO Pricing – Fixed Price Method and Book Building Method, The Book Building Process, Fixed Price method v/s Book building Method. Market Participants – Issuer of Securities, Investors, and Intermediaries. Role of Stock Exchange. Stock Exchanges in India. Securities (Stock) Indices – Broad Market Indices, Sectoral Indices and Thematic Indices.

Unit 3: Online Security Trading (12 Hours)

Trading Mechanism on Exchanges, Trading and Settlement at NSE – National Securities Clearing Corporation Limited (NSCCL), Clearing Mechanism, Clearing & Settlement (Equities).

Online Trading – Introduction, Online Trading Mechanism. Online Real Time Price Quotations – Bid Price, Ask Price, Bid-Ask Spread, Tick Size, LTP, ATP. Circuit Breakers – Upper

Circuit, Lower Circuit, NSE rules regarding Circuit Breaks. Price Bands, Rules regarding Price Bands on NSE. Electronic Order Book. Types of Orders – Market Order, Limit Order, Stop Loss Order, Stop Loss (Limit) Order, Stop Loss (Market) Order, After Market Order (AMO). Order Conditions – Price related conditions, Time related conditions, Quantity related conditions. Placing an Order, View/Modify/Cancel an Order.

Unit 4: Investing in Mutual Funds

(12 Hours)

Concept of Mutual Funds, Mutual Funds are an Indirect Mode of Investment, Evolution of Mutual Funds in India, Structure of Mutual Funds (Sponsor, Board of Trustees, AMC and Custodian). Advantages of Investing in Mutual Funds, Limitations of Investing in Mutual Funds. Types of Mutual Fund Schemes – Open ended, Close ended, and Interval funds; Domestic Funds and Off-Shore funds; Growth funds, Income funds and Balanced funds; Equity Fund schemes, Debt fund schemes, Gilt Funds, Money Market Funds, Tax Saving or Equity Linked Savings Scheme (ELSS), Index schemes, Sectoral Funds, Ethical Funds, Load and No-Load Fund, Fund of Funds, Systematic Investment Plans (SIP), Systematic Withdrawal Plans (SWP), Systematic Transfer Plans (STP), and Exchange Traded Funds. Net Asset Value, Cost incurred and Return from Mutual funds, Types of Loads. Performance Evaluation of Mutual Funds. Factors affecting choice of Mutual funds. Mutual funds in India. CRISIL and their Rankings for mutual funds – Ranking Methodology and Usage of Mutual Fund Rankings.

Essential Readings:

- Bhalla, V.K. (2018). Investment Management: Security Analysis and Portfolio Management. S. Chand Publishing.
- Varshney, R.L., & Bhalla, V.K. (2017). Indian Financial System: Theory and Practice. S. Chand Publishing.
- Krishnan, R. (2016). Mutual Fund Industry in India: A Study of Investment Behaviour. Springer.
- Joshi, P.C. (2017). Online Trading: How to Trade Online for Beginners. Createspace Independent Publishing Platform.

Additional Readings:

- Bodie, Z., Kane, A., & Marcus, A. J. (2018). Investments. McGraw-Hill Education.
- Fabozzi, F. J., Neave, E. H., & Zhou, G. (2019). Investments: analysis and behavior. Cengage Learning.
- Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2017). Personal finance. McGraw-Hill Education

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi

GE 5: ESSENTIALS OF FINANCIAL INVESTMENTS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Essentials of Financial Investments GE-5	4	3	1	0	Class XII	NA

Course Objectives:

- To familiarize students with the essential concepts and fundamentals of financial investments.
- To enable students to understand and make informed choice about the various available financial investment alternatives.

Learning Outcomes:

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

- 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.
- Understand basic approaches to valuation of securities and carry out portfolio analysis.

Course Contents

Unit 1: Investments – An Overview (9 Hours)

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. Diversification, Hedging and Arbitrage.

Unit 2: Risk – Return Analysis (12 Hours)

Concepts of Return and Risk, Types of Return - their Calculation & Utility: Absolute Return, Average Return, Expected Return, Portfolio Return, Holding Period Return, Effective Annualized 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. Efficient Market Theory (EMH) – Concept, Forms of Market Efficiency, Weak Form Hypothesis, Semi Strong Form, and Strong Form of Market Efficiency. Implications of EMH.

Unit 4: Fundamentals of Valuation and Portfolio Analysis (12 Hours)

Valuation of Equity Shares – Peculiar features of Equity Shares, Dividend Discount Model, Earning Multiplier or Price-Earnings (P/E) Model, and Capital Asset Pricing Model (CAPM). Valuation of Fixed Income Securities – Bond Fundamentals, Types of Bonds, Bond Valuation. Portfolio Analysis – Portfolio Management Process, Portfolio Analysis – Markowitz Model, Portfolio Risk, Portfolio Return.

Essential Readings:

1. Tripathi, V. (n.d.). Security Analysis and Portfolio Management. Taxmann Publications.
2. Chandra, P. (n.d.). Investment Analysis and Portfolio Management. McGraw Hill Education.

Additional Readings:

1. Rustagi, R. P. (n.d.). Investment Management. Sultan Chand Publications.
2. Reilly, F. K., & Brown, K. C. (n.d.). Analysis of Investments and Management of Portfolios. Cengage India Pvt. Ltd.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GE 7: EMERGING 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		
Emerging Banking and Financial Services GE-7	4	3	1	0	Class XII	NA

Course Objective:

- To familiarize students with banking reforms in the last decade, concept of neo banks, rising issue of non-performing asset and its impact on day-to-day functioning.
- To make students learn about financial services such as Leasing, Hire Purchase, Credit Rating, Securitization and Venture Capital Financing.

Learning Outcomes:

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

- Understand the Indian banking system and latest developments in this sector.
- Analyse the implications of non-performing assets in the banking sector on the economy.
- Evaluate the implications of mergers and acquisitions in the banking system and appreciate the need for the same.
- Understanding various financial services and using the same in personal banking and non-banking activities.

Course Contents:

Unit 1 (12 Hours)

An overview of the Indian Banking system; Major Banking Reforms in the last decade: Payment banks, Monetary Policy Committee, MCLR Based Lending, Innovative Remittance Services; Issues in financial reforms and restructuring; Future agenda of reforms: Assessing Non- Performing Assets in Indian Banking, Previous methodologies for recovery, Impact of Gross NPAs on a bank's bottom line – burning need for bad banks, Functioning of Bad Banks, Government backing for bad banks - National Asset Reconstruction Company Ltd. (NARCL).

Unit 2 (12 Hours)

Introduction to neobanks, Functions of neobanks, Operating Model of neobanks, Regulatory requirements for setting up and running neobanks, Emerging need for neobanks, neo banks vs traditional banks. Merger & Acquisition: Introduction, Benefits of mergers, Synergies accruing

out of mergers, Regulatory mechanisms surrounding M&A in banking, Case-studies of recent banking mergers and related outcomes.

Unit 3 **(12 Hours)**

Leasing and Hire Purchase: 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 Lessee's angle (PV and IRR methods) and Lessor's perspective, Hire Purchase interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, mathematics of HP.

Unit 4 **(9 Hours)**

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India.

Essential Readings:

1. Pathak, B. (2018). *Indian Financial System*. Pearson Publication. (5th ed).
2. Khan, M. Y. (2017). *Financial services*. McGraw Hill Education. (6th ed).
3. Machiraju, H. R. (2002). *Indian Financial System*. Vikas Publication House. (5th ed).

Additional Readings:

1. Verma, J. (1996). *Bharat's manual of merchant banking: Concept, practices and procedures with SEBI clarifications, guidelines, rules and regulations*. Bharat Law House.
2. Sriram K. *Hand Book of Leasing, Hire Purchase & Factoring*. Institute of Chartered Financial Analysts of India.
3. Wright M., Watkins T. & Ennew C. (2016). *Marketing of Financial Services*. Routledge

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

GE 9: ECONOMIC LEGISLATION

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Economic Legislation GE-9	4	3	1	0	Class XII	NA

Course Objective(s):

- To familiarise students with various legislations in the areas of foreign trade, competition, bankruptcy and economic offences.
- To provide an overview of detailed provisions of various economic legislation.
- To enable students to understand the legal implications of unlawful practices and legal recourse available.

Learning Outcomes:

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

- Understand the legal framework relating to foreign exchange, competition, insolvency and fugitive economic offenders.
- Recognise the legal issues in any business transaction and understand lawful way of conduct of economic activities.
- Analyse the legal implications of any economic decision.
- Evaluate legal remedies available in case of bankruptcy or any wrongdoing.

Course Contents:

Unit 1: Competition Act and Fugitive Economic Offenders Act (15 Hours)

The Competition Act, 2002: Introduction, Prohibition of certain agreements, abuse of dominant position and regulation of combinations, Competition Commission of India, Duties, Powers and Functions of Commission, Penalties, Appellate Tribunal.

The Fugitive Economic Offenders Act: Scope and applicability of Act, Confiscation of property, Powers of Directors, Power of Survey, Search and Seizure, notice, procedure for hearing application, Declaration of Fugitive Economic Offender, Power to disallow civil claims, Management of properties confiscated under this Act, Rules of evidence, Appeals.

Unit 2: The Insolvency and Bankruptcy Code (9 Hours)

The Insolvency and Bankruptcy Code, 2016: Introduction of Insolvency and bankruptcy code, Corporate Insolvency Resolution Process, Liquidation Process, Fast Track Insolvency Resolution for Corporate Persons, Voluntary Liquidation of Corporate Persons, Adjudicating Authority for Corporate Persons, Offences and Penalties, Insolvency resolution and bankruptcy

for individuals and partnership firms, Regulation of Insolvency professionals, agencies and information utilities.

Unit 3: The Prevention of Money Laundering Act (12 Hours)

The prevention of money laundering Act, 2002: Introduction and definitions, Punishment for the offence of Money Laundering, Attachment, Adjudication and Confiscation, Obligation of Banking Companies, Financial Institutions and Intermediaries, Summons, Searches And Seizures, Appellate Tribunal and Special Courts, Recovery of fine or penalty.

Unit 4: The Foreign Exchange Management Act (9 Hours)

The Foreign Exchange Management Act, 1999: Introduction of FEMA, Difference between FERA and FEMA, Application and Commencement of FEMA, Regulation and Management of Foreign Exchange, Authorised Person, Contraventions and Penalties, Compounding of Offences, Adjudication and Appeal, Directorate of Enforcement.

Essential Readings:

1. Maheshwari & Maheshwari. *Principle of Business Law*. Himalaya Publishing House
2. Aggarwal R. (2014). *Mercantile & Commercial Law*. Taxmann Publications
3. Kucchal M. & Kuchhal V. (2018). *Mercantile Law*. Vikas Publishing House (P) Ltd.
4. Kapoor N. D. (2018). *Elements of Mercantile Law*. Sultan Chand Publications

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

Semester-VI

BBA(FIA)

DSC 16: INTERNATIONAL 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		
International Finance DSC-16	4	3	1	0	Class XII	NA

Course Objective(s):

- To equip the students with the techniques that can help them in managing the financial issues in international environment.
- To help them to manage MNCs in more effective manner.

Learning Outcomes:

By the end of the course, students will be able to

- Understand foreign exchange market.
- Understand country's position in International trade through Balance of Payments.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
- Understand the various types of exposures and will develop the strategy to handle them.
- Express well considered opinion on issues relating to international financial management.

Course Contents:

Unit 1: International Trade and International Financial Systems

(6 hours)

Learning Outcomes:

By the end of the unit, students will be able to:

- Recall the major theories of international trade.
- Understand the components and structure of the Balance of Payments (BoP) and its role in measuring a country's economic relationships with the rest of the world.
- Analyze the strengths and weaknesses of different exchange rate mechanisms and their impact on international trade and financial stability.
- Analyze the components of the Balance of Payments (BoP) and assess their implications for a country's economic performance and external position.
- Assess the effectiveness and limitations of the Balance of Payments (BoP) as a tool for monitoring and managing a country's external transactions.
- Propose strategies to improve the Balance of Payments (BoP) position of a country, considering its economic objectives and external challenges.

Content:

Concept of International Trade, Theories of International Trade. Balance of Payments (BoP) of India. International Monetary System: Different types of Exchange Rate Mechanisms – the Classical Gold Standard, the Gold Exchange Standard, The Bretton Woods System, Current Monetary System.

Unit 2: Forex Market and Forecasting Exchange Rate**(15 hours)****Learning Outcomes:**

By the end of the unit, students will be able to:

- Recall the concepts of forward rates, swaps, discounts, and premiums in the forward market.
- Understand the concept of currency arbitrage and how it can be utilized in spot markets.
- Apply the models of exchange rate forecasting to predict future exchange rate movements based on relevant economic indicators.
- Analyze the various factors affecting exchange rates and their relative importance in determining currency values.
- Assess the impact of economic, political, and market factors on exchange rates and their potential implications for financial decision-making.
- Develop innovative approaches to minimize the costs and risks associated with forward rates, swaps, discounts, and premiums in the forward market.

Content:

Foreign Exchange Management: Forex Market – Spot and Forward market, Quotations – Direct, Indirect and Cross currency; Types of Transactions and their Settlement Dates. Forward rates, Swaps. Discounts and Premiums in Forward Market. Currency Arbitrage in Spot Markets. Exchange Rate Determination and Forecasting: Models of Exchange Rate Forecasting, Purchasing Power Parity, The Fisher Effect, The International Fisher Effect, Interest Rate Parity Theory, Forward Rate as an Unbiased Predictor. Factors affecting Exchange Rates.

Unit 3: Managing Foreign Exchange Exposures**(12 hours)****Learning Outcomes:**

By the end of the unit, students will be able to:

- Recall three types of foreign exchange exposures: translation exposure, economic exposure, and transaction exposure.
- Understand the methods for measuring foreign exchange exposures.
- Apply knowledge of different hedging techniques to select and implement the most suitable hedge strategy.
- Analyze the advantages and disadvantages of different hedging techniques.
- Assess the potential economic exposures faced by multinational companies and evaluate strategies to manage and mitigate those exposures.
- Create a hedging strategy that effectively manages transaction exposure in a multinational company.

Content:

Foreign Exchange Exposures – Translation Exposure, Economic Exposure, and Transaction Exposure. Management of Translation Exposure – Alternative Currency Translation Methods. Management of Economic Exposure – Measuring Economic Exposure, Managing Operating Exposure. Management of Transaction Exposure – Forward Market Hedge, Money Market Hedge, and Options Market Hedge.

Unit 4: Multinational Financial Management**(12 hours)****Learning Outcomes:**

By the end of the unit, students will be able to:

- Recall the concept of international project appraisal and the use of the Adjusted Present Value (APV) method.
- Explain the concept of multinational working capital management and the significance of cash management through bilateral and multilateral netting.
- Apply risk measurement and management techniques to mitigate political risk in international financial management.
- Analyze the advantages and disadvantages of different methods of raising funds from abroad and evaluate their suitability for multinational companies.
- Assess the effectiveness of multinational working capital management strategies in optimizing cash flows and reducing financial risks.
- Create an optimal international portfolio investment strategy that balances risks and returns based on specific investment objectives and market conditions.

Content:

International Project Appraisal – APV method. Multinational Working Capital Management: Multinational Cash Management (Bilateral and Multilateral Netting). Measuring and Managing Political Risk. International Investment Management: International Portfolio Investment – The Risks and Benefits of International Equity Investing, International Diversification, International Bond Investing, Optimal International Asset Allocation, Measuring Returns from Foreign Portfolio Investment. Raising Funds from abroad – GDR, ADR, Euro bonds, and Global bonds.

Essential Readings:

1. Apte, P. G. (2020). *International Financial Management*. Tata McGraw Hill.
2. Shapiro, A. C. (2019). *Multinational Financial Management*. Prentice Hall.

Additional Readings:

1. Eun, C. S., & Resnick, B. G. (2021). *International Financial Management*. McGraw Hill.
2. Levi, M. D. (2009). *International Finance*. Routledge, Taylor & Francis Group.

Latest editions of references may be used.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSC 17: CORPORATE ETHICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 Ethics DSC-17	4	3	1	0	Class XII	NA

Course Objective:

- To provide a detailed insight into issues and practices of corporate ethics, corporate governance and CSR to encourage moral practices and sensitivity towards the ethical dimension of managerial problems.
- To highlight the role of business in sustainable development and current regulation in this field.
- To enable students to handle ethical dilemmas in decision making

Learning Outcomes:

After studying the course the student will be able to:

- Understand the role of ethics, governance and CSR as an organization practice.
- Understand various aspects of corporate governance and apply the same in their role as future managers and directors of various business enterprises.
- Understand the corporate sustainability and its reporting requirements.
- Evaluate ethical aspects of any decision
- Create ethically and socially responsible businesses

Course Contents:

Unit 1: Corporate Ethics (9 hours)

Meaning, role and importance, theories of ethics: utilitarianism: weighing social cost and benefits, virtue ethics, teleological theories, egoism, rights and duties, justice and fairness, ethics of care. Worker's and employee's rights and responsibilities. Ethics in compliance, Ethics in finance, Ethics in human resources: gender ethics, sexual harassment and discrimination, ethics in marketing. Ethical dilemma.

Unit 2: Corporate Governance (12 hours)

Need and Importance, Role of Board of Directors, Code of Ethics, Code of Conduct, Model Code of Business Conduct & Ethics and Corporate Governance Committees: International and Indian Experience, Whistle Blower Policy and Whistle Mechanism. Anti-Corruption Policy and integrity training.

Unit 3: Sustainable Development (12 hours)

Role of business in sustainable development, corporate sustainability. Sustainability reporting: government role in improving sustainability reporting, triple bottom line (TBL). Global Reporting Initiative (GRI), UN global compact, sustainability indices, sustainability reporting framework in India, challenges in sustainability reporting. Contemporary developments:

integrated reporting, integrated reporting by listed entities in India. Relation between integrated reporting and sustainability reporting.

Unit 4: Corporate Social Responsibility

(12 hours)

Corporate Social Responsibility (CSR): Meaning and definitions of CSR, CSR and philanthropy, factors influencing CSR, CSR in India. Corporate Social Responsibility Voluntary Guidelines, 2009. CSR under the Companies Act, 2013. Corporate citizenship – beyond the mandate of law, CSR audit, profit maximization vs. social responsibility.

References:

- Fernando A. C.: *Business Ethics—An Indian Perspective*. (Chapter 9)
- Ghosh B N: *Business Ethics & Corporate Governance*, Mc Graw Hill (Chapter 17)
- Andrew & Matten Dirk: *Business Ethics*, Oxford. (Chapter 1, 2, 7)
- Crane Andrew & Matten Dirk: *Business Ethics*, Oxford. (Chapter 11)
- Sharma J P: *Corporate Governance, Business Ethics & CSR*, Ane Books. (Chapter 12)

Essential Readings:

1. Velasquez, M. G. *Business Ethics: Concepts and Cases*. Pearson Education
2. Fernando A.C. *Business Ethics*. Pearson Education.
3. Luthans F., Hodgetts R., & Thompson K. *Social issues in Business*, Macmillan Publishers
4. Gibson K., *Ethics and Business: An Introduction (Cambridge Applied Ethics)*. Cambridge University Press.

Additional Readings:

1. Fernando A.C. *Corporate Governance: Principles, Policies, and Practices*. Pearson Education.
2. Adrian D. *Strategic Approach to Corporate Governance*. Gower Publishing Ltd.
3. Gopalswamy N. *Corporate governance: A new paradigm*. A H Wheeler Publishing Co Ltd.
4. Marianne J. *Cases in Business Ethics*. Indian South Western College Publishing.
5. Bhanumurthy K. *Ethics and Social Responsibility of Business*. Pearson Education India.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSC 18: 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		
Financial Services DSC-18	4	3	1	0	Class XII	NA

Course Objective:

- To arm students with the key concepts, evaluative tools and techniques necessitated by today's dynamic banking environment to work cross-functionally within retail and institutional clients across an extensive range of financial services.

Learning Outcomes:

After studying the course the student will be able to:

- Understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.

Course Contents:

Unit 1: Introduction to Financial Services

(9 hours)

Introduction to Financial Services: Constituents of the Financial Sector – Institutional Structure (Banking, Insurance, Mutual Funds, Pension Funds, Foreign Institutional Investors) – Financial Markets (Money, Equity, Debt, G-Sec, Forex & Commodities) – Financial Sector and the Pandemic, Basel Accords and Banking Regulation, Emergence of Digital Finance and AI Based Asset Managers, Discount Broking v/s Full-service Broking.

Unit 2: Merchant Banking

(12 hours)

Merchant Banking – meaning, nature and function; merchant banking in India, role in issue management; Book building process, green shoe option. Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Credit Rating Agencies: Role and mechanism. Depository services- meaning, role of depository and their services, Depository in India- NSDL & CDSL.

Unit 3: Leasing and Hire Purchase

(15 hours)

Leasing and Hire Purchase :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, Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire

Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

Unit 4: Venture Capital

(9 hours)

Alternative Investments: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing, buy-outs. Real Estate, Private Equities, Commodities: Concepts, Classification, history Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, Securitization in India. US 2008 sub-prime mortgage crisis. Cases of Bear Stearn, Lehman Brothers.

Essential Readings:

1. Khan, M. Y., *Financial Services*, Tata McGraw –Hill.
2. Machiraju, *Indian Financial System*, Vikas Publishing House.

Additional Readings:

1. Verma, J. C., *A Manual of Merchant Banking*, Bharath Publishing House.
2. Sriram, K, *Hand Book of Leasing, Hire Purchase & Factoring*, ICFAI, Hyderabad.
3. Ennew. C., Watkins, T & Wright, M. *Marketing of Financial Services*, Heinemann Professional.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

DSE 1: STRATEGIC CORPORATE 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		
Strategic Finance DSE-1	Corporate	4	3	1	0	Class XII Basic of Finance

Course Objectives:

- To know the details of corporate finance and the strategies involved in the corporate decisions.
- To enable the students to steer the corporate strategies issues and challenges in better manner.
- To provide the key concepts and ideas of decision tree analysis and the Black-Scholes model in the valuation of real options.
- To assess the considerations and strategies involved in company disposals, including non-core subsidiary sales, valuation, timing, and tax planning.

Learning Outcomes:

After studying this course the learners will be able:

- Understand the role of strategy and planning in financial decisions
- Understand the importance and components of a Value Added Statement.
- Identify different types of strategic costing and their relevance.
- Discuss strategic cost reduction techniques.
- Determine the feasibility of a management buy-out.
- Develop a business plan and financial forecasts for submission to potential funders.
- Define bankruptcy and Identify factors leading to bankruptcy.
- Understand the process of reorganizing distressed firms and liquidation process of firms
- Gain an overview of company valuation.
- Analyze the substitutability of capital structure.

Course Contents:

Unit 1

(12 hours)

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, Economic Value Addition, Value added statement. Strategic Cost Management:

Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.

Unit 2

(12 hours)

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders.

Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buyouts/buy-ins.

Real options: Financial and real options compared, various types of real options, the Black Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.

Unit 3

(12 hours)

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms.

Company disposals: sale of a non-core subsidiary, Exit strategy, valuation, timing of sale and tax planning opportunities and calculation of the various tax implications.

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy.

Unit 4

(9 hours)

Company Valuation: an overview of valuation, valuation principles and practices, the impact of “what if” scenarios. Other strategic issues: managing credit ratings, dividend and share repurchase policy. Strategic risk management, substitutability of capital structure, risk management choices, financial, physical and operational hedging.

Essential Readings:

1. Pettit, J., *Strategic Corporate Finance Applications in Valuation and Capital Structure*, John Willey & Sons, Inc.
2. Damodaran, A., *Corporate finance theory and practice*; John Willey & Sons.

Additional Readings:

3. Jakhota, *Strategic Financial Management*, Vikas Publication.
4. Damodaran, A., *Applied Corporate Finance*, John Willey & Sons.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 2: CORPORATE ANALYSIS & 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		
Corporate Analysis & Valuation DSE-2	4	3	1	0	Class XII	Basic of Accounting and finance

Objective:

- To enable the learners to analyse the health of a company through their annual reports and will equip them to understand how to determine its value.

Learning Outcomes:

After studying this course the learner will be able to understand:

- The financial health of a company through qualitative and quantitative analysis.
- The basic of valuation and Cash Flows Forecasting.
- The various valuation techniques for company's valuation and their application

Course Contents

Unit 1: Analysis of Corporate Financial Statements (12 hours)

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analysing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. Understanding financial statements of manufacturing and service organisations. Common size analysis and relevant ratios (Study from the Annual Reports of the companies).

Unit 2: Introduction to Valuation Techniques & Cash Flows Forecasting (12 hours)

Introduction to Valuation: Value and price, Balance sheet-based methods, Income statement-based methods. Cash flow discounting-based methods. Deciding the appropriate cash flow for discounting, The free cash flow to the firm, free cash flow to equity. Forecasting Cash flows: simple model for forecasting income and cashflows. Earnings, Tax effect, Reinvestment needs, dividend.

Unit 3. DCF Valuation, Discount Rates & Beta (12 hours)

Discounted Cash flow Valuation: Valuation of a company with no growth, constant growth, variable growth and infinite life. Estimating Discount Rates – cost of equity, cost of debt, tax

shield, weighted average cost of capital. Calculation of beta, instability of beta, adjusted beta, levered and unlevered beta.

Unit 4: Relative Valuation & Other Applications

(9 hours)

Relative Valuation: standard multiples, comparable companies, potential pitfalls; estimating multiples using regression. Valuation of brands and intellectual capital. Interest rates and company valuation. Impact of inflation on valuation. Reconciling relative and discounted cash flow valuation. Case studies in valuation.

Essential Readings:

1. Damodaran, A. (2016). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. John Wiley & Sons.
2. Chandra, P. (2019). Corporate Valuation and Value Creation. Tata McGraw-Hill Education.

Additional Readings:

1. Foster, G. (1986). Financial Statement Analysis. Prentice Hall.
- Latest Editions of the Readings may be used.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 4: 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		
Financial Econometrics DSE-4	4	3	1	0	Class XII	Basic understanding of statistics and time series analysis

Learning Objectives

The course will help the learner to:

- 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 VECH model, diagonal VECH 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:

The course will help the learner 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.

Course Contents:

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, Asymmetric GARCH Models, The GARCH-in-Mean Model

Unit 3: Modelling Volatility and Correlations – Multivariate GARCH Models (9 hours)

Introduction to Modelling Volatility and Correlations, Multivariate GARCH Models, The VEC Model, The Diagonal VEC Model, The BEKK Model, The Constant Correlation Model, The Dynamic Correlation 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

- Brooks, C. (2014). *Introductory econometrics for finance* (3rd ed.). Cambridge University Press.
- Tsay, R. S. (2010). *Analysis of financial time series* (3rd ed.). Wiley.

- Bollerslev, T. (2008). Glossary to ARCH (GARCH). *Journal of Economic Perspectives*, 15(4), 171-174. doi: 10.1257/jep.15.4.171
- Engle, R. F., & Kroner, K. F. (1995). *Multivariate simultaneous generalized ARCH*. *Econometric Theory*, 11(1), 122-150. doi: 10.1017/S0266466600009063

Suggestive Readings

- Brooks, C (2019). *Introductory Econometrics for Finance*. Cambridge University Press.
- Pindyck, R.S. and Rubinfeld, D.L, *Econometric Models and Economic Forecasts*. Singapore: McGraw Hill.
- Ramu, R (2002). *Introductory Econometrics with Applications* (5th ed.). Thomson South-Western:

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 8: MARKETING OF 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		
Marketing of Financial Services DSE-8	4	3	1	0	Class XII	NA

Course Objective:

- To introduce students to the marketing of financial services. All financial institutions, including consumer banks and corporate finance services, practice some form of marketing. Some firms market themselves better than others, as evidenced in the competitive value of their brands. This course also operationalizes several marketing concepts such as segmentation, targeting, and positioning.

Learning Outcomes:

After studying this course the student will be able to:

- Explain and illustrate some of the frameworks and approaches that are helpful in marketing financial services.
- Outline how to efficiently manage multiple product or brand portfolios across multiple customer segments, and how to develop an effective marketing strategy in modern financial service organizations.

Course Contents:

Unit 1: Introduction to Marketing of Services (12 hours)

Growth of the Service Sector – The Concept of Service – Characteristics of Services, Classification of Services, Service Marketing Mix (Additional Dimensions in Services Marketing – People, Physical Evidence and Process). Internal Marketing of a Service - External versus Internal Orientation of Service Strategy, Service Encounter, Service Failure and Service Recovery, learning from customer feedback.

Unit 2: Marketing Strategy (12 hours)

Planning, organizing and implementing marketing operations; marketing as a management function. Market Research – Establishing a marketing information system; the marketing research process. Market segmentation – Target marketing; Market segmentation, targeting and positioning the financial services organization in the market place.

Unit 3: Banking and Insurance Services (12 hours)

Retail Financial Services: Retail banking, meaning of banking business, introduction to various bank products, selling bank products. Concept of cross selling, Impact of technology on bank marketing (Internet banking, mobile banking and UPI). Insurance – Meaning, advantages

various types of insurance, financial planning process. Risk Management – Strategy to cover risk, introduction to IRDAI, selling of insurance plans. Bancassurance – Bank as a distribution channel for insurance services.

Unit 4: Regulations Governing Financial Services Marketing (9 hours)

Ethical issue in the marketing of financial services, Ethics in relation to the individual and society as a whole. Mutual Fund Structure, sales and distribution channels. Distribution channels; the impact of technology; online marketing, The dimension of customer care; services quality and services recovery; global marketing.

Essential Readings:

1. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (n.d.). *Services Marketing*. McGraw Hill.
2. Avdhani, V. A. (n.d.). *Marketing of Financial Services*. HPH.
3. Gupta, P. K. (n.d.). *Insurance and Risk Management*. HPH.
4. Estelami, H. (n.d.). *Marketing Financial Services*.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 10: ENTREPRENEURIAL 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		
Entrepreneurial Finance DSE-10	4	3	1	0	Class XII	Basic understanding of concepts related Entrepreneurship

Course Objectives:

The Learning Objectives of this course are as follows:

- To develop an understanding of the principles of entrepreneurial finance and the role of finance in the successful venture life cycle.
- To identify and analyze the key elements of a business plan and choose an appropriate form of business organization for the venture.
- To apply short-term and long-term financial planning techniques to forecast sales, estimate sustainable growth rates, and determine additional financing needs to support growth.
- To analyze different valuation methods, including discounted cash flow and venture capital valuation, and apply them to value early-stage ventures and venture capital investments.
- To evaluate different financing alternatives, including professional venture capital, business incubators, seed accelerators, and foreign investor funding sources, and design appropriate security structures for growing ventures, such as common stock, preferred stock, convertible debt, and warrants/options.

Learning Outcomes:

Upon completion of the course the learner will be competent to:

- Apply the principles of entrepreneurial finance and understand the role it plays in the successful venture life cycle, including the key elements of a business plan and forms of business organizations.
- Develop short-term and long-term financial plans using systematic forecasting techniques and estimate sustainable sales growth rates and additional financing needed to support growth.
- Evaluate early-stage ventures using different valuation methods, including present value, discounted cash flow, and venture capital valuation techniques.

- Compare and analyze different financing alternatives, including professional venture capital, business incubators, seed accelerators, and foreign investor funding sources, and design appropriate security structures for growing ventures.
- Adopt a life cycle approach for entrepreneurial finance and understand financial bootstrapping and business angel funding as alternative financing options for the different stages of the venture life cycle.

Course Contents

Unit I: Introduction to Finance for Entrepreneurs (9 hours)

Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance. The Successful Venture Life Cycle. Key Elements of a Business Plan. Forms of Business Organisations and Choosing the Appropriated Organization. Financing through the Venture Life Cycle, Financial Bootstrapping and Business Angel Funding. Life Cycle Approach for Entrepreneurial Finance.

Unit 2: Financial Planning for Enterprises (12 hours)

Short Term Financial Planning: Short Term Cash Planning Tools, Cash Planning from a Projected Monthly Balance Sheet. Long Term Financial Planning: Systematic Forecasting – Forecasting Sales for Seasoned Firms, Forecasting Sales for Early-Stage Ventures. Estimating Sustainable Sales Growth Rates. Estimating Additional Financing needed to support Growth.

Unit 3: Valuing Ventures (12 hours)

Valuing Early-Stage Ventures: Concept, Basic Mechanics of Valuation – Present Value Concept, Estimates and Discounted Cash Flow. Just in Time Equity Valuation. Venture Capital Valuation Methods: Review of Basic Cash Flow Based Equity Valuations, Basic Venture Capital Valuation – Using Present Values and Future Values. Earning Multipliers and Discounted Dividends.

Unit 4: Structuring Financing for Growing Venture (12 hours)

Professional Venture Capital – History and Overview, Professional Venture Investing Cycle. Other Financing Alternatives – Business Incubators and Seed Accelerators; Intermediaries, Facilitators and Consultants; Business Crowdsourcing and Crowdfunding; Commercial and Venture Bank Lending, Foreign Investor Funding Sources. Designing Security Structures – Common Stock, Preferred Stock, Convertible Debt, Warrants and Options, Other Concerns.

Essential Readings

4. Leach, C. J., Melicher, R. W. (2017). *Entrepreneurial finance*. Cengage Learning.
5. Stancill, J. M. (2016). *Entrepreneurial finance: A casebook*. Thomson.
6. Shepherd, D. A., & Zacharakis, A. (2014). *Entrepreneurial finance: Strategy, valuation, and deal structure*. Academic Press.

Additional Readings:

4. Hornsby, J. S., Kuratko, D. F., & Zahra, S. A. (2002). Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement scale. *Journal of business venturing*, 17(3), 253-273.
5. Sahlman, W. A. (1990). The structure and governance of venture-capital organizations. *Journal of financial economics*, 27(2), 473-521.
6. Hsu, D. H. (2004). What do entrepreneurs pay for venture capital affiliation? *Journal of finance*, 59(4), 1805-1844.

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

DSE 12: 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 (if any)
		Lecture	Tutorial	Practical/ Practice		
Wealth Management DSE-12	4	3	1	0	Class XII	NA

Course Objectives:

- To equip students with the knowledge and practical understanding of important dimensions of wealth management.
- To understand and do planning for their tax liabilities, investments, insurance coverage, retirement and estate needs.

Learning Outcomes:

After the completion of this course the student will be able:

- To provide an overview of various aspects related to wealth management.
- To acquaint the learners with issues related to taxation in wealth management.
- To study the relevance and importance of insurance in wealth management.
- To understand the importance and process of choosing right investments.
- To understand various components of retirement and estate planning.

Course Contents

Unit I: Basics of Wealth Management and Tax Planning (12 hours)

Introduction to Wealth Management, Need for Wealth Management, Components of Wealth Management, Process of Wealth Management, Code of Ethics for Wealth Managers, Wealth Management in India. Tax Planning – Tax Avoidance versus Tax Evasion, 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)

Basics Concepts – Risks, Risk Management and Underwriting. 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: Retirement Planning and Estate Planning**(9 hours)**

Retirement Planning – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income. Estate Planning – Fundamentals of Estate Planning, Impact of Property Ownership and Beneficiary Designations, Estate Planning Documents, and Executing Basic Estate Planning.

Essential Readings:

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

Additional Readings:

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

Examination scheme and mode:

Evaluation scheme and mode will be as per the guidelines notified by the University of Delhi.

POOL OF GENERIC ELECTIVE

The Pool of Generic Electives offered in Semester-IV will also be open for Semester-VI

**REGISTRAR**