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Bachelor of Management Studies

DEPARTMENT OF FINANCE AND BUSINESS ECONOMICS (FASSH)

Semester-III

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## Category I

Bachelor in Management Studies (Honours)

### DISCIPLINE SPECIFIC CORE COURSE -7 (DSC-7) – : INTRODUCTION TO BUSINESS ANALYTICS

#### 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			
Introduction to Business Analytics (DSC 7)	4	3	0	1	75	Class XII with Mathematics	Statistics for Business Decisions

#### Learning Objectives

The Learning Objectives of this course are as follows:

- Familiarise students with basics of predictive and prescriptive analytics in order to solve some business problems using different types of data
- Students should be able to solve business problems, analyse data sets using various relevant statistical software packages, and interpret and effectively communicate the results

#### Learning outcomes

The Learning Outcomes of this course are as follows:

- Understand fundamental concepts in machine learning
- Build basic models in Statistical Softwares
- Interpret results
- Compare results of different models to select the best fit
- Drive business decisions using model output

#### SYLLABUS OF DSC-7

##### **Unit 1: Introduction to Business Analytics and Descriptive Analytics (20 hours)**

Introduction to Business Analytics: Role of Analytics for Data Driven Decision Making; Types: Descriptive Analytics, Predictive Analytics, and Prescriptive Analytics. Introduction to the concepts of Big Data Analytics, Web and Social Media Analytics. Overview of Machine Learning Algorithms. Introduction to relevant statistical software packages and carrying out descriptive analysis through it.

##### **Unit 2: Predictive Analytics 1**

**(15 hours)**

**Simple Linear Regression:** Estimation of Parameters, validation of simple linear regression model, Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals.

**Multiple Linear Regression:** Interpretation of Partial regression coefficients, working with

categorical variables, Multi-collinearity and VIF, Outlier Analysis, Auto-correlation, transformation of variables, variable selection in regression model building.

### **Unit 3: Predictive Analytics 2 (20 hours)**

**Logistic and Multinomial Regression:** Logistic function, Estimation of probability using logistic regression, Omnibus Test, Wald Test, Hosmer Lemshow Test, Pseudo R Square. **Model Performance:** Classification table (sensitivity, specificity, accuracy paradox, precision, F score), Gini coefficient, ROC, AUC, methods for determining the optimal cutoff probability.

### **Unit 4: Machine Learning Models (20 hours)**

**Decision Trees:** Introduction, Chi-Square Automatic Interaction Detection, Bonferroni Correction, Classification and Regression Tree, Gini Impurity Index, Entropy, Cost based splitting Criteria, Ensemble Methods, Random Forest.

**Clustering:** Introduction, Distance and Dissimilarity measures used in clustering, Quality and Optimal Number of clusters, Clustering Algorithms, K-Means clustering, Hierarchical Clustering.

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

Practical Exercises:

1. Prepare and import data (financial data of companies, macroeconomic data, primary data collected through questionnaires). Calculate and interpret descriptive statistics on R/Python.
2. Perform simple OLS regression on R/Python and interpret the results obtained.
3. Test the assumptions of OLS (multicollinearity, autocorrelation, normality etc.) on R/Python.
4. Perform regression analysis with categorical/dummy/qualitative variables on R/Python.
5. Perform probabilistic regression models (logit and probit) along with validation tests and classification table on R/Python.
6. Apply and interpret the results of decision trees and clustering models on R and Python.

### **Essential/recommended readings**

1. Business Analytics: The Science of Data Driven Decision Making, First Edition (2017), U Dinesh Kumar, Wiley India.

### **Suggestive readings**

1. Introduction to Machine Learning with Python, Andreas C. Mueller and Sarah Guido, O'Reilly Media, Inc.
2. Data Mining or Business Analytics – Concepts, Techniques, and Applications in Python. Galit Shmueli, Peter C. Bruce, Peter Gedeck, and Nitin R. Patel. Wiley.
3. Relevant Case Studies from different functional domains of business to be used while covering the Predictive Analytics and Machine Learning models. Following Case Studies may be taken up along with the course topics:
  - Merton Truck Company (HBS Case).
  - Supply Chain Optimization at Madurai Aavin Milk Dairy (IIMB Case).
  - Red Brand Canners (Stanford Case); Managing Linen at Apollo Hospitals (IIMB Case).

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

## DISCIPLINE SPECIFIC CORE COURSE – 8 (DSC-8): MACROECONOMICS

### Credit distribution, Eligibility and Prerequisites 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			
Macroeconomics (DSC 8)	4	3	1	0	60	Class XII	Microeconomics

### Learning Objectives

The Learning Objectives of this course are as follows:

- Determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates.
- The course is designed to study the impact of monetary and fiscal policy on the aggregate behaviour of individuals.

### Learning outcomes

The Learning Outcomes of this course are as follows:

- Understand the determination of key macroeconomic variables.
- Describe models of determination of equilibrium outputs, prices and rate of interest.
- Analyse the role of the Government in an economy and examine how it uses its fiscal and monetary policy to influence macroeconomic variables.
- Explain the working of an open economy

## SYLLABUS OF DSC- 8

### Unit 1

**(8 hours)**

Basic understanding of Ancient Indian Economy, Wealth and its various aspects as per Vedic Philosophy; Kautilya's view on Ways of Financial Management and Economic Governance, Proposition of Welfare states and Good Governance by Kautilya as the foundation of strong Indian Economy; Relevance of Kautilya's Arthashastra in making of modern and advanced India.

### Unit 2

**(24 hours)**

Classical theory of income and employment: Quantity Theory of Money–Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Simple Keynesian model: goods and money market equilibrium, changes in equilibrium, multiplier, effect of fiscal and monetary policy; IS-LM model: properties of IS-LM curves, factors affecting the position and slope of IS-LM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy; slopes of IS-LM curves and effectiveness of fiscal and monetary policies.

### Unit 3

**(12 hours)**

Inflation: meaning; demand and supply side factors; natural rate theory; monetary policy-output and inflation (monetarist view); Phillips curve: short run and long run.

**Unit 4 (16 hours)**

Brief introduction to Balance of Payment (BOP) account; market for foreign exchange and exchange rate; monetary and fiscal policy in open economy; Mundell Fleming model: perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate.

**Practical component (if any) - None**

**Essential/recommended readings**

1. Froyen, R. P. (2011): Macroeconomics-theories and policies (8th Edition). Pearson.
2. Dornbusch and Fischer (2010): Macro economics (9th Edition).Tata McGraw Hill.N
3. Gregory Mankiw (2010). Macro economics (7th Edition).Worth Publishers
4. Kautilya’s Arthashastra-The way of Financial management and economic governance (2012)(6 th Edition ) Jaico Publishing House

**Suggestive readings (if any)**

**DISCIPLINE SPECIFIC CORE COURSE– 9 (DSC-9): ORGANISATIONAL BEHAVIOUR**

**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			
Organisational Behaviour (DSC 9)	4	3	1	0	60	Class XII	None

**Learning Objectives**

The Learning Objectives of this course are as follows:

- Course presents an integrated view of human behaviour in organisations.
- Building understanding of individual and group behaviour at work for improving the effectiveness of organisations.

**Learning outcomes**

The Learning Outcomes of this course are as follows:

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

- Understand the importance of Organisational 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 organisational change and development.
- Identify methods to enhance individual and Organisational wellbeing and resolve organisational problems.

## **SYLLABUS OF DSC-9**

### **Unit 1: Core Concepts in OB in Managing Individual Behaviour (16 hours)**

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 at work, Interpersonal relations & Change Management (16 hours)**

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 (12 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 (16 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.

**Practical component (if any) - None**

#### **Essential/recommended readings**

1. Stephen P. Robbins, T. A. (2016). Organisational Behavior. Pearson.='
2. Aswathappa, K., & Reddy, G. S. (2009). Organisational behaviour (Vol. 20). Mumbai: Himalaya Publishing House
3. Luthans Fred, Organisational Behaviour, Tata Mc Graw Hill.
4. Singh Kavita, Organisational Behaviour, Pearson.

#### **Suggestive readings**

1. 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.

# FINANCE SPECIALISATION

## DSE 1: PROJECT APPRAISAL, FINANCING AND CONTROL

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Project Appraisal, Financing and Control (DSE 1)	4	3	1	0	BMS Ist year	Financial Accounting and Analysis

**Learning Objectives:** To Apprise the students about identification of a Project, Feasibility analysis, Project appraisal Techniques, Project Financing, Project Control and Management Techniques

### Learning Outcomes:

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

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

### Course Contents

#### Unit 1: Introduction to Projects and their Appraisal (12 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 (12 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 (20 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 (16 hours)

Social Appraisal: Rationale for Social Cost Benefit Analysis, 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:**

1. Chandra, Prasanna: 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.

**Suggested Readings:**

1. Goodpasture, C. John: Quantitative Methods in Project Management. J. Ross Publishing.
2. A Guide to the Project Management Body of Knowledge, Project Management Institute

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**DSE 2: INSURANCE**

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Insurance (DSE 2)	4	3	1	0	BMS 1st year	None

**Learning 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 the different types of Risks and learn how to manage them.
- Understand 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.

**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. Insurance Kinds (briefly) – Life and General Insurance, Difference between Life and General insurance.



## **Unit 2: Insurance Principles & Risk Management (16 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 (16 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 (16 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:**

1. George E. Rejda, Michael J. McNamara, and William H. Rabel: Principles of Risk Management and Insurance. Fourteenth Edition. Pearson Education.
2. M. N. Mishra and S. B. Mishra: Insurance Principles and Practice. S. Chand and Company.

### **Suggested Readings:**

1. P. K. Gupta: Insurance and Risk Management, Himalaya Publishing House.
2. “Insurance and Risk Management” modules by Institute of Chartered Accountants of India.

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## DSE 3: FINANCIAL PLANNING

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Financial Planning (DSE 3)	4	3	1	0	BMS 1st year	Financial Accounting and Analysis

**Learning Objectives:** To equip students with the knowledge and practical understanding of important dimensions of managing one's personal finance. They would be able to understand and do planning 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.
- Able to ascertain and choose appropriate insurance policies for managing personal risks.
- Appreciate the importance of choosing right investments for managing personal finance.
- Learn the basic concepts and underlying principles for Retirement Planning.

### Course Contents

#### Unit 1: Basics of Personal Finance and Tax Planning (16 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 (16 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 (16 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 (12 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::**

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.

**Suggested Readings:**

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

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

# MARKETING SPECIALISATION

## DSE 1: RETAIL MANAGEMENT

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility		Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice			
Retail Management (DSE 1)	4	3	1	0	BMS year	Ist	Principles of Marketing

**Learning Objective:** The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

**Learning Outcomes:** After studying this course, students should be able to:

- Clarify the concept and related terms in retailing.
- Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- Understand various formats of retail in the industry.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

### Course Contents:

#### Unit 1: Introduction to Retailing and Retail Formats (16 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 (16 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 (16 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 (12 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**

1. Berman & Evarv: Retail Management, Prentice Hall.
2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.

**Suggested Readings:**

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA.
2. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications.
3. Harjit Singh: Retail Management, S. Chand Publication.

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

**DSE 2: MARKETING OF SERVICES**

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Marketing of Services (DSE 2)	4	3	1	0	BMS Ist year	Principles of Marketing

**Learning Objectives:** The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

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

- Understand the Concept of Services and intangible products.
- Discuss the relevance of the services Industry to Industry.
- Examine the characteristics of the services industry and the modus operandi.
- Analyse the role and relevance of Quality in Services.
- Visualise future changes in the Services Industry.

**Course Contents:**

**Unit 1: Introduction to Services Marketing**

**(12 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****(16 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****(16 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****(16 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 Re-shoring; Services and the Gig Economy; Growth potential of the Services Industry.

**Essential/recommended readings:**

1. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill [Chapter 6, 7, 16, 17].
2. Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson. [Chapters 5, 6, 9, 11, 12].

**Suggested Readings:** (latest editions of all books should be referred to)

1. Woodruffe, Helen: Service Marketing. MacMillan India.
2. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill.

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

## DSE 3: E-COMMERCE

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
E-Commerce (DSE 3)	4	3	1	0	BMS 1st year	Principles of Marketing

**Learning Objective(s):** To introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general. In addition, this skill enhancement paper will provide elementary knowledge to students to acquaint them with the art and skill of developing websites using relevant software tools.

**Learning Outcomes:** The aim of the course is to introduce students to:

- Fundamental principles of e-Business and e-Commerce and the role of Management.
- Underlying used technologies with emphasis on Internet Technologies.
- Recent trends in E-marketing.

### Course Contents:

#### **Unit 1: Introduction to E-Commerce: Business Models and Concepts (4 Weeks)**

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 (3 Weeks)**

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 (4 Weeks)**

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 (4 Weeks)**

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 should be referred to)

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.

## HUMAN RESOURCE MANAGEMENT SPECIALISATION

### DSE 1: INDUSTRIAL RELATIONS

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Industrial Relations (DSE 1)	4	3	1	0	BMS 1st year	Fundamentals of Management

**Learning Objective:** To acquaint students with concepts of industrial relations and related acts in Indian context.

**Learning Outcomes:**

- 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.

**Course Contents:**

**Unit 1: Industrial Relations**

**(16 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**

**(12 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**

**(16 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**

**(16 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:**

1. SC Srivastav, Industrial relations and Labour laws, Vikas Publishing House.
2. PL Mallik, Handbook of Industrial and Labour laws, Eastern Book Company.
3. Saharay, Industrial and Labour Laws of India, Prentice Hall International.
4. TN Chhabra, 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**

# GLOBAL MANAGEMENT SPECIALISATION

## DSE 1: GLOBAL MARKETING

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Global Marketing (DSE 1)	4	3	1	0	BMS 1st year	Principles 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:** At the end of this course, students would be able to:

1. Identify the key skills that a (good) business (international) manager should have.
2. Articulate factors that promote business and business environments.
3. Implement various tools and actions for a beneficial situation within a given operating (business) environment.
4. Fundamentals of sustainable (profitable) business growth with focus on international expansion, operating in multiple markets, new business opportunities and market analysis.
5. 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.).

### Course Contents:

#### Unit 1: Introduction

(8 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

(16 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: Managing International Expansion (16 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 (20 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 should be referred to)

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 should be referred to)

1. Keega, Warren J.: Global Marketing Management, Prentice Hall India.
2. Muhlbacke, Hans: International Marketing-A Global Perspective, Cengage Learning.
3. Varshney & Bhattacharya: International Marketing Management, Sultan Chand & Sons.

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

## DSE 2: GEOPOLITICS AND INTERNATIONAL TRADE

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Geopolitics and International Trade (DSE 2)	4	3	1	0	BMS 1st year	Principles of Marketing

### Learning Objective:

- Providing the students 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:** At the end of this paper, students should be able to:

1. Knowledge of 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.
2. An understanding of the linkages among International Relations, Political Science, National Security policies, History, Political, Geography and Economy.
3. Identify the major geopolitical actors and activities in the global political and economic arena and analyse their impact in the distribution of power and wealth.
4. To analyze and understand the political economy of trade and economic cooperation.

### Course Contents:

#### Unit 1: Introducing Geopolitics

**(16 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**

**(16 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 Chabbaar (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**

**(16 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 should be referred to)

1. Flint, Colin: Introduction to Geopolitics. Routledge
2. Faisal Ahmed and Alexandre Lambert (2022). The Belt and Road Initiative-Geopolitical and Geoeconomic Aspects. Routledge.

### **Suggested Readings:**

1. Mi Park (2018). The IMF and WTO. How does Geopolitics influence Global Finance and International Trade?. Publisher : Coal Harbour Publishing (February 4, 2018)
2. Joachim Klement (2021). Geo-Economics: The Interplay between Geopolitics, Economics, and Investments. CFA Institute Research Foundation / Monograph.
3. Rakesh Kumar. 2021. South Asia: Multilateral trade agreements and untapped regional trade integration. International Journal of Finance & Economics, (Wiley Publication) Vol. 26 (2), 2891-2903. ISSN:1099-1158, Available at: <https://onlinelibrary.wiley.com/doi/10.1002/ijfe.1941>,
4. Rakesh Kumar. 2020. India & South Asia: Geopolitics, regional trade, and economic growth spill overs. Journal of International Trade and Economic Development (Taylor & Francis Publication, Australia) Vol. 29 (1), pp. 69-88.
5. Rakesh Kumar. 2022. India-China: Changing bilateral trade and its effect on economic growth. Singapore Economic Review, <https://www.worldscientific.com/doi/abs/10.1142/S021759081950005X>
6. Nico Frandi (2019). WTO and Geopolitical Changes. Multilateralism and Coalitions of Members among Crises, Adaptation to Change and Rebirth. Istituto Affari Internazionali

(IAI).

7. Bernhard Reinsberg, Thomas Stubbs, and Alexander Kentikelenis (2021) .Compliance, defiance, and the dependency trap: International Monetary Fund program interruptions and their impact on capital markets, Regulation & Governance. www.doi:10.1111/rego.12422
8. Krzysztof Iwanek, (2021). India Poised to Lose Influence in Afghanistan. The Diplomat, September 2021. <https://thediplomat.com/2021/09/india-poised-to-lose-influence-in-afghanistan/>
- Umair Jamal (2021). Treacherous Triangle: Afghanistan, India, and Pakistan After US Withdrawal. The Diplomat, May 2021, <https://thediplomat.com/2021/05/treacherous-triangle-afghanistan-india-and-pakistan-after-us-withdrawal/>
9. Rakesh Sood (2021). Redefining India's role in Afghanistan, ORF, November 2021, <https://www.orfonline.org/research/redefining-indias-role-in-afghanistan/>
10. SK Chatterji (2020) Afghanistan geo-strategically important for India; could be tapped for defence exports, Financial Express, March 3, 2020. <https://www.financialexpress.com/defence/afghanistan-geo-strategically-important-for-india-could-be-tapped-for-defence-exports/1887297/>
11. Raj Kumar Kothari (2020). India's Strategic Interests In Central Asia. World Affairs: The Journal of International Issues, Vol. 24, No. 1 , pp. 100-117.
12. Rick Rowden (2020). India's Strategic Interests in Central Asia and Afghanistan: Go through Iran. New Lines Institute, December 18, 2020, <https://newlinesinstitute.org/iran/indias-strategic-interests-in-central-asia-and-afghanistan-go-through-iran/>
13. H. V. Pant, and A. Deb (2017). India-ASEAN Partnership at 25. Observer Research Foundation (ORF) Issue Brief, Issue No. 189. New Delhi, India

### DSE 3: INTERNATIONAL TRADE AND DOCUMENTATION

Course title & Code	Credits	Credit distribution of the course			Minimum Eligibility	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
International Trade and Documentation (DSE 3)	4	3	1	0	BMS 1st year	None

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

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

1. Understand the concept of financial risk and the role of derivatives in risk management.

2. Evaluate different types of currency derivatives.
3. Understand the different types of forex risk and recognize various risk management avenues and various theories in Exchange Rate fixation.
4. Analyse foreign investment management in a VUCA scenario.

**Course Contents:**

**Unit 1: Introduction to International Trade (12 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 (16 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 (16 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/recommended readings** (latest editions should be referred to)

1. Cherunilam, Francis: International Trade and Export Management, Himalaya Publishing House.
2. Agarwal and Chaudhuri; Foreign Trade and foreign Exchange, Himalaya Publishing House.

**Suggested Readings:** (latest editions should be referred to)

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

## COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

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

GENERIC ELECTIVES (GE-1): MANAGEMENT WISDOM FROM INDIA							
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 PASS	None	MANAGEMENT STUDIES

### Learning Objectives

The Learning Objectives of this course are as follows:

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

### Learning outcomes

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

- Understand 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.
- Apply Indian management thought more effectively in an organisation setting.
- Understand 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

(12 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 (16 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 (20 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 (Chettians 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 (12 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 students. Indian perspectives on sustainability, creativity, interpersonal skills, business ethics, environment friendly.

**Practical component (if any) - None**

**Essential/recommended readings:**

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

Publication Trust, Chennai.

### Suggestive readings:

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

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.

## 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
		Lecture	Tutorial	Practical/ Practice		
Fundamentals of Organisational Behaviour (GE 2)	4	3	1	0	CLASS XII PASS	None

### Learning Objectives

The Learning Objectives of this course are as follows:

- Explain the concepts in Organisational behaviour
- Understand application of its concepts to improve the understanding of human behaviour
- Link human and group behaviour with enhancing the functioning of an organisational unit.

## Learning outcomes

At the completion of the course students will be able to:

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

## SYLLABUS OF GE-2

### UNIT- 1: Fundamental Concepts in OB

(16 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

(16 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

(16 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

(12 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.

### Practical component (if any) - None

#### Essential/recommended readings

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

Note: Latest edition of the readings may be used.

**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 Objectives

The Learning Objectives of this course are as follows:

To familiarise non finance executives with the essentials of finance and investments.

#### Learning outcomes

The Learning Outcomes of this course are as follows:

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

### SYLLABUS OF GE-3

#### Unit 1: Introduction to Finance

**(14 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

**(16 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

**(16 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 (14 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.

**Practical component (if any) - None**  
**Essential/recommended readings**

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

**Suggestive readings**

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

The Learning Objectives of this course are as follows:

- To familiarise students with the essential concepts and fundamentals of financial investments. The course will enable them to understand and make informed choice about the various available financial investment alternatives.

## Learning outcomes

The Learning Outcomes of this course are as follows:

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

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

## SYLLABUS OF GE-4

### **Unit 1: Basics of Wealth Management and Investments (12 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 (16 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 (16 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 (16 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.

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

**Essential/recommended readings**

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

**Suggestive readings -**

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

The Learning Objectives of this course are as follows:

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

### Learning outcomes

The Learning Outcomes of this course are as follows:

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

## SYLLABUS OF GE-5

### Unit 1: Introduction and Marketing Environment (16 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 (16 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 (16 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 (12 hours)

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

**Practical component (if any) - None**

#### Essential/recommended readings

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

#### Suggestive readings

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



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### 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

The Learning Objectives of this course are as follows:

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

#### Learning outcomes

The Learning Outcomes of this course are as follows:

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

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

#### SYLLABUS OF GE-6

##### **Unit 1: Entrepreneurship Journey (12 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 (16 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 (20 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 (12 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.

**Practical component (if any) - None**

#### **Essential/recommended readings**

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

#### **Suggestive readings**

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