

NOTIFICATION**Sub: Amendment to Ordinance V****[E.C Resolution No. 18-1/ (18-1-8) dated 18.08.2022]**

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-I of the following departments under Faculty of Applied Social Sciences & Humanities based on Under Graduate Curriculum Framework -2022 to be implemented from the Academic Year 2022-23.

FACULTY OF APPLIED SOCIAL SCIENCES AND HUMANITIES
(FASSH)

DEPARTMENT OF FINANCE & BUSINESS ECONOMICS

Bachelor in Management Studies (Honours)

Category I

**DISCIPLINE SPECIFIC CORE COURSE -1 (DSC-1) – FUNDAMENTALS
OF 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		
DSC-1 FUNDAMENTALS OF MANAGEMENT	4	3	1	NIL	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To acquaint the students with the fundamentals of managing business
- To introduce the broad functions of management
- Enable students to identify the contemporary issues and challenges in the field of management and ethical workplace practices.

Learning outcomes

On completion of this course students will be able to:

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

SYLLABUS OF DSC-1

UNIT – I: Introduction to Management (12 hours)

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

UNIT - 2: Planning and Decision Making (12 hours)

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

UNIT- 3: Organizing, Directing and Controlling (16 hours)

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

UNIT- 4: Contemporary Perspectives of Indian Management Thought (20 hours)

Relevance of gurukul concepts in modern corporate world-shadowing, mentoring and coaching; roots of Indian Wisdom-welfare-oriented economy based on moral values. Unique

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

Practical component (if any) - NIL

Essential/recommended readings

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

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 CORE COURSE – 2 (DSC-2): STATISTICS FOR BUSINESS DECISIONS

Credit distribution, Eligibility and Prerequisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-2 STATISTICS FOR BUSINESS DECISIONS	4	3	1	NIL	CLASS XII WITH MATHEMATICS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making.
- To learn the application of the statistical concepts to various financial and managerial situations.
- The course will enhance students' critical thinking and problem solving that rests on Statistical Methods and Data Analysis approaches.

Learning outcomes

On completion of the course students will be able to:

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

SYLLABUS OF DSC- 2

UNIT- 1: Data and its Descriptive Analysis (12 hours)

Quantitative and Qualitative Data, Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Absolute and Relative measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages.

UNIT- 2: Correlation and Regression Analysis (20 hours)

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

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

UNIT- 3: Random Variable Analysis (16 hours)

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

UNIT-4: Introduction to Estimation and Hypothesis Testing (12 hours)

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

Practical component (if any) - NIL

Essential/recommended readings

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

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 CORE COURSE– 3 (DSC-3) FINANCIAL ACCOUNTING AND ANALYSIS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-3 FINANCIAL ACCOUNTING AND ANALYSIS	4	3	1	NIL	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

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

Learning outcomes

On completion of this course students will be able to

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

SYLLABUS OF DSC-3

UNIT-1:Introduction to Financial Accounting. Basic Concepts and Conventions

(16 hours)

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

UNIT- 2: Preparation of Financial Statements

(16 hours)

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

UNIT-3: Global Accounting Standards/IFRS

(12 hours)

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

UNIT- 4: Analysing Financial Statements

(16 hours)

Objectives of Financial Statement Analysis; Sources of information; Standards of Comparison; Techniques of Financial Statement Analysis (Through a case study of real company) - Ratio analysis, Cash flow analysis, Net working capital analysis, Trend analysis.

Use of ratios to predict financial crisis of a company by using Altman Z –score. Use of Beyond the Balance Sheet indicators of analysing financial position of a company. Introduction to Earnings Management.

Practical component (if any) - NIL

Essential/recommended readings

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

Suggestive readings

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

Note: Latest edition of the readings may be used

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

Category IV

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			
GE-1 MANAGEMENT WISDOM FROM INDIA	4	3	1	NIL	CLASS XII PASS	NIL	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), nivr̥tti (spiritual contemplation), prav̥tti (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 unorganized sector in trade and commerce, or cultural issues in business, infrastructure development, public private partnerships and regulation, how taxation drives business behaviour, logistics management, saving habits of Indians. Indian business practices- Community-based Business Management (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 Dabawallas, 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) - NIL

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, Ipsita: 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). "Organizational Spirituality – A literature review", Journal of Business Ethics, 84, pp. 577 – 588.
6. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gītā", Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
7. Ehrenfeld, J. R. (2005). "The Roots of Sustainability", MIT Sloan Management Review, 46 (2), pp. 23-25.

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
Credit 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		
GE-2 FUNDAMENTALS OF ORGANISATION BEHAVIOUR	4	3	1	NIL	CLASS XII PASS	NIL

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 behavior with enhancing the functioning of an organizational

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: Organizational 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) - NIL

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.

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

Category I

DSC 1: FINANCIAL ACCOUNTING & ANALYSIS

Course Title	Total Credits	Components			Eligibility Criteria/ Prerequisite	Prerequisite if any
		L	T	P		
Financing Accounting and Analysis	4	3	1	0	Class XII Pass	NIL

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

Learning Outcomes: with this course the student will:

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

Course Contents:

Unit 1 (16 hours)

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

Unit 2 (16 hours)

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Format for preparing financial statements for IND-AS companies as per Division II, Schedule III, Companies Act, 2013. Understanding of Financial Statements of a Joint Stock Company as per new accounting standards: IND-AS (Balance

sheet, Profit & Loss, Statement of Comprehensive Income, Cash Flow Statement); Understanding the contents of a Corporate Annual Report (Actual latest annual reports to be used).

Unit 3 (12 hours)

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

Presentation of Financial Statements, IND-AS 7: Cash Flow Statement, IND-AS 109: Financial Instruments.

Unit 4 (16 hours)

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

Essential Readings: Latest editions of the following to be used:

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

Additional Readings: Latest editions of the following to be used:

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

Teaching Learning Process:

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

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

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

DSC 2: MICROECONOMICS

Course Title	Total Credits	Components			Eligibility Criteria/ Prerequisite	Prerequisite if any
		L	T	P		
Microeconomics	4	3	1	0	Class XII Pass	NIL

Course Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes:

- Explain the mechanics of supply and demand in allocating goods and services and resources.
- Understand the choices made by a rational consumer.
- Identify relationships between production and costs.
- Define key characteristics and consequences of different forms of markets.

Course Contents:

Unit 1 (12 hours)

Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply; Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.

Unit 2 (16 hours)

Cardinal utility theory; ordinal utility theory: indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and Giffen goods.

Unit 3 (16 hours)

Optimizing behaviour in short run: product curves, law of diminishing marginal productivity, stages of production; optimizing behaviour in long run: isoquants, isocost line, optimal combination of resources; traditional theory of cost: short run and long run; modern theory of cost.

Unit 4 (16 hours)

Perfect competition: basic features, short run equilibrium of firm/industry, long run

equilibrium of firm/industry, monopoly: basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, welfare cost of monopoly; price discrimination; monopolistic competition: basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity; oligopoly kinked demand curve model, dominant price leadership model.

Essential Readings:

1. Dominick Salvatore (2009): Principles of Microeconomics (5th edition), Oxford University Press.
2. Pindyck, Rubinfeld and Mehta (2009): Micro Economics (7th Edition), Pearson.

Additional Readings:

Lipsey and Chrystal (2008): Economics (11th edition), Oxford University. Please Note: Latest edition of the readings to be used.

Teaching Learning Process:

Lectures, problems and numerical, term paper, presentations, case studies

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

Equilibrium, Rationality, Utility Maximization, Profit Maximization, Market Form.

DSC 3: STATISTICS FOR BUSINESS DECISIONS

Course Title	Total Credits	Components			Eligibility Criteria/ Prerequisite	Prerequisite if any
		L	T	P		
Statistics for Business Decisions	4	3	1	0	Class XII Pass	NIL

Course Objectives: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various financial and managerial situations.

Learning outcomes: After the end of the course, students should be able to

- ☐ Summarize data sets using Descriptive statistics.
- ☐ Analyze the relationship between two variables of various managerial situations.
- ☐ Geometrically Interpret Correlation and Regression.

- Develop managerial decision problems using Probability Density Functions and Cumulative Density Functions.

Critical thinking and problem solving: The course will help students understand the characteristics of Analytical thinking that rests on Statistical Methods and Data Analysis approaches.

Course Contents:

Unit 1: Data and its Descriptive Analysis (12 hours)

Quantitative and Qualitative Data, Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Absolute and Relative measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages.

Unit 2: Correlation and Regression Analysis (16 hours)

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

Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression.

Unit 3: Random Variable Analysis (16 hours)

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

Unit 4: Introduction to Estimation and Hypothesis Testing (16 hours)

Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and

Alternate Hypothesis, One Tail and Two tail tests, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.

Essential Readings:

1. Gupta, S.P., Statistical Methods, Sultan Chand & Sons.
2. Levine, D., Stephan, D., & Szabat, K., Statistics for Managers using MS Excel, Pearson India.
3. Miller, I., & Miller, M., John E. Freund's Mathematical Statistics with Applications, Pearson India.

Suggested Readings:

1. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi.
2. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India.

3. Levin, R. and Rubin, D., Statistics for Management, Pearson India.
4. Evans, J., Business Analytics, Pearson India.

Recommendation:

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

Teaching Learning Process:

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

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

Descriptive Statistics, Inferential Statistics, Central Tendency, Measures of Dispersion, Correlation, Regression, Random Variable, Probability Distribution, Testing of Hypothesis.

GENERIC ELECTIVE (GE) COURSES

Category-IV

GE1: FUNDAMENTALS OF FINANCIAL MANAGEMENT

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any	Department offering the course
		L	T	P			
Fundamentals of Financial Management	4	3	1	0	Class XII Pass	NIL	Finance and Business Economics

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: At the end of this course, students will be equipped with the basic concepts of financial management. Students would understand how to coordinate various decisions to maximise wealth of an organisation in today's financial environment. Students will be equipped to arrive at strategic corporate finance decisions with the required accuracy which will be aided by using various excel functions.

Course Contents:

Unit 1 (12 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 (20 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 (16 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

(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 Readings:

1. Berk and DeMarzo, 5th ed., Pearson - Prentice Hall.
2. Horne, James C V. and John M. Wachowicz, Jr. “Fundamentals of Financial Management.13th ed; FT Prentice Hall, Pearson Education.
3. Pandey, I.M. Financial Management, Pearson.

Additional Readings:

1. Khan, M.Y. & Jain, P.K. Financial Management Text Problem and Cases, Tata McGrawHill Publishing Co. Ltd.
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P.. Principles of Corporate Finance. NewDelhi: Tata Mc-Graw Hill.

Teaching – Learning Process:

The teaching-learning process for this paper would include classroom lectures and tutorials; Case study discussions; class presentations; Workshops.

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

Finance, Capital Budgeting, Wealth Maximisation, Cost of Capital, Dividends, Leverage, Working Capital Management.

GE 3: FUNDAMENTALS OF STOCK TRADING

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any	Department offering the course
		L	T	P			
Fundamentals of Stock Trading	4	3	1	0	Class XII Pass	NIL	Finance and Business Economics

Course Objectives: To familiarize students with the essential concepts and skills needed to be able to appropriately choose securities and operate in Stock markets.

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

- ☐ Understand the fundamentals of investments and the investment environment.
- ☐ Able to compare and evaluate different investment opportunities.
- ☐ Comprehend the structure and composition of Indian Securities market.
- ☐ Learn the mechanism involved in online stock trading.
- ☐ Grasps the concepts associated with investing in Mutual funds.

Course Contents

Unit 1: Basics of Investment & Investment Environment (12 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 (16 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 (16 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 (16 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:

1. Tripathi, Vanita and Panwar, Neeti: Investing in Stock Markets. Taxmann Publications.
2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.

Additional Readings:

1. Rustagi, R.P., Investment Management. Sultan Chand Publications.
2. Tripathi, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.

Teaching Learning Process:

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

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment for the course may include Class participation, Assignments, Class

tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

Key Words

Investments, Indian Securities Market, Initial Public Offer (IPO), Online Security Trading, and Investing in Mutual Funds.

GE5: ESSENTIALS OF FINANCIAL INVESTMENTS

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any	Department offering the course
		L	T	P			
Essentials of Financial Investments	4	3	1	0	Class XII Pass	NIL	Finance and Business Economics

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

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

- 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 valuation of securities and carry out portfolio analysis.

Course Contents

Unit 1: Investments – An Overview (12 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 (16 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 (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. 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 (16 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, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.
2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.

Additional Readings:

1. Rustagi, R.P., Investment Management. Sultan Chand Publications.
2. Reilly, F. K. & Brown, K.C. Analysis of Investments and Management of Portfolios, Cengage India Pvt. Ltd.

Teaching Learning Process:

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

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

Financial Investment, Risk and Return, Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis, Portfolio Analysis, Valuation of Securities.

GE7: EMERGING BANKING AND FINANCIAL SERVICES

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any	Department offering the course
		L	T	P			
Emerging Banking and Financial Services	4	3	1	0	Class XII Pass	NIL	Finance and Business Economics

Course Objective: The objective of this paper is 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. They will 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 relevance of financial reforms introduced in Indian banking sector.
- ☐ Understand the rising problem of non-performing assets in Indian banking sector.
- ☐ Learn the importance of neo banks and M&A in Indian banking sector.
- ☐ Understand the various financial services available in India along with the latest innovations and technological integration in the field of finance.

Course Contents:

Unit 1 (16 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 (16 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 (20 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

(12 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. Indian Financial System (4th ed). Pearson Publication.
2. Khan, M. Y. (2013). Financial services. New Delhi: McGraw Hill Education.
3. Machiraju, H. R. (2002). Indian financial system. New Delhi, Vikas Publication House.

Additional Readings:

1. Verma, J. C. (1996). Bharat's manual of merchant banking: Concept, practices and procedures with SEBI clarifications, guidelines, rules and regulations. New Delhi: Bharat Law House.
2. K. Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
3. Ennew. C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional.

Teaching Learning Process:

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

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

Banking, Merger and Acquisition, Neo banks, NPA, Leasing, Hire Purchase, Credit Ratings, Securitization, Venture Capital.

GE9: ECONOMIC LEGISLATION

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any	Department offering the course
		L	T	P			
Economic Legislation	4	3	1	0	Class XII Pass	NIL	Finance and Business Economics

Course Objective(s): It focuses on laws related to competition in Indian business and trade environment. The course relies predominantly on Insolvency and bankruptcy code, money laundering and foreign exchange management laws.

Learning Outcomes:

- Recognise the economic issues in a legal problem and apply the economic way of thinking to analyse it.
- Assess the efficiency effects of legal rules and policies.
- Practice case analyses and evaluation of corporate conduct.

Course Contents:

Unit 1: Competition Act and Fugitive Economic Offenders Act (20 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 (12 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 (16 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 (12 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 Mercantile Law, National Publishing Trust.
2. Aggarwal Rohini, Mercantile & Commercial Law, Taxmann
3. Kucchal M. C., Mercantile Law, Vikas Publishing House (P) Ltd.
4. Kapoor N. D., Elements of Mercantile Law, Sultan Chand,

Teaching – Learning Process:

Lecture, Discussion, Power Point Presentations. Course contents shall be discussed in the light of relevant case laws.

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

Key Words

CCI, Prevention of Money Laundering, Insolvency and Bankruptcy Code, FEMA, Fugitive Economic Offenders Act.

B.A. (Hons.) Multi Media and Mass Communication

Category-I

DISCIPLINE SPECIFIC CORE COURSE – 1: Communication, Media & Society

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Communication, Media & Society	4	3	1	0	Class XII Pass	NIL

Learning Objectives

1. To familiarize the student with the nature of communication, mediated by societal mores, culture, structures of power and the technology of multimedia and mass communication.
2. To emphasise the process of coding of messages at all levels of human and societal existence using both verbal language and paralanguage.
3. To explain the process of decoding messages, with its dependence on reception, target group profile and means of transmission.
4. Analysis of the communication chain to understand how and why messages are generated and ways in which these are consumed.

Learning outcomes

1. Understanding the problematics of language, paralanguage, silence etc. in the communication chain and contexts.
2. Understanding of cultural codes, semiotics and technology in the communicative process.
3. Understanding the relationship between ideology and communication, encoding and decoding and reception and audiences.
4. Critical evaluation of some traditional theories and models.

SYLLABUS OF DSC-1

UNIT – I (20 hours)

Introduction to Communication

- Defining Communication, Encoding and Decoding
- Modes of Communication: Verbal (oral and written), Non-Verbal, Intra-personal, Interpersonal, Group, Public and Mass Communication
- Barriers to Communication: Culture, Codes, Medium, Literacy, Technological Challenges, Barrier Free Technology, Fluid Identities
- Communication as Subversion: Silence, Satire, Subterfuge

UNIT – II (20 hours)

Determinants and Shifting Paradigms

- Ideology: Communication, Media and Political Economy
- Culture and Communication: Critical Cultural Theory
- Semiotics and Communication: Critical Theory and Practice (sign, object, interpretant/ icon, index and symbol, signifier and signified)
- Communicating in Cyberspace: Interactivity, Hypertextuality, Multimodality and Multimediality

UNIT – III (20 hours)

Mass Communication Theory and Models

- Early Theories: Bullet Theory, Two Step, Multi Step Theory, Cognitive Dissonance Theory
- Media Effect Theories: Agenda Setting, Spiral of Silence, Uses and Gratification, Cultivation Theory
- Normative Theories
- Models: George Gerbner's Model, Wilbur Schramm's Model, Laswell's Model, Shannon-Weaver's Mathematical Model

Essential Readings

- Fiske, J. (2011). *Introduction to communication studies*. London: Routledge.
- Gupta, N. (2006). *Cultural studies*. New Delhi: World View Publishers.
- Hall, S. (1984). Encoding/Decoding. *Culture, media, language*. Ed. S. Hall, D. Hobson, A. Lowe, and P. Wills. London: Hutchinson.
- Hall, S., & Morley, D. (2019). *Essential essays*. Durham: Duke University Press.
- Herman, E. S., & Chomsky, N. (2010). *Manufacturing consent: the political economy of the mass media*. London: Vintage Digital.
- Kumar, K. J. (2000). *Mass communication in India*. Mumbai: Jaico Publishing House.
- McQuail, D. (2012). *Mass communication theory*. Los Angeles: Sage.
- Narula, U. (2008). *Mass communication: Theory and practice*. New Delhi: Har-Anand Publications.
- Saraf, B.M. (2008). In Search of the Miracle Women: Returning the Gaze. *Translation and Interpreting Studies (TIS)*, Vol.Nos.1 and 2, Spring/Fall 2008.

Suggested Readings

- Baran, S. J., & Davis, D. K. (2015). *Mass communication theory: Foundations, ferment, and future*. Belmont, Calif.: Cengage Learning.
- Bel, B. (2005). *Media and mediation*. New Delhi: Sage Publications.
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- Hasan, S. (2013). *Mass communication principles and concepts*. New Delhi: CBS Publishers and Distributors.
- Kuruc, K. (2008). Fashion as Communication: Semiotic Analysis of "Sex and the City." *Semotica* 17(1): 193-214.
- Miller, K. (2007). *Communication theories: Perspectives, processes, and contexts*.

Beijing: Peking University Press.

- Simons, H.W. (1970). Requirements, Problems, and Strategies: A Theory of Persuasion for Social Movements. *Quarterly Journal of Speech* 56 (1970): 1-11.
- Stone, G., Singletary, M.W., & Richmond, V.P. (1999). *Clarifying communication theories: A hands-on approach*. Ames: Iowa State University Press.
- पारख, जवरीमल्ल. (2001) जनसंचार के सामाजिक संदर्भ, नई दिल्ली, भारत: अनामिका पब्लिशिंगस एंड डिस्ट्रीब्यूटर्स (प्रा) मलमटेड

DISCIPLINE SPECIFIC CORE COURSE – 2: Application & Project Work (Training to Write for Media)

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Application & Project Work (Training to Write for Media)	4	0	0	4	Class XII Pass	NIL

Learning Objectives

1. To train students to undertake specific forms of writing suited to the demands of different kinds of media and their specific forms.
2. To emphasise on writing grammatically with correct expressions and other requirements like word limits and number of characters.
3. To train students to write for different formats like reviews and editorials, geared towards multiple forms of media used in mass communication.

Learning outcomes

1. Understanding of the rules of good grammar, punctuation, spelling, registers and idioms of language.
2. Learning to write creatively for multi-media formats.
3. Learning to read and edit proofs on specialized programmes.

SYLLABUS OF DSC-2

UNIT – I (5 weeks)

Introduction- Back to Basics

- A-B-C-D of Media Writing: Authenticity, Brevity, Clarity and Discernment
- Media Styles: Print, Radio, TV, Cinema, Digital Media
- Language Input Tools for Scripting

- Editing a Document on MS Word, Speech to Text
- Ethical Writing and Disclaimers, Confidentiality of Interlocutors

UNIT – II (5 weeks)

Writing for Multi Media

- Writing for Print: News, Feature, Editorial, Story
- Scripting for Radio: News, Feature, Discussion, Talk
- Scripting for Television: Storyboard
- Screenplay for Cinema: The Audio-Visual Format
- Writing for New Media: Messaging, Social Media, Blog, Emoticons

UNIT – III (5 weeks)

Specialized Writing

- Book Review
- Film Review
- Press Release
- Reportage

Essential Readings

- Abend-David, D. (2014). *Media and translation: An interdisciplinary approach*, London: Bloomsbury
- Goldstein, N. (2007). *Associated press stylebook and briefing on media law*. Basic Books.
- Briggs, M. (2009). *Journalism Next: A practical guide to digital reporting and publishing*. Washington D.C: CQ Press
- Burgess, G., et al. (2009). *YouTube: Online video and participatory culture*. Cambridge: Polity Press
- Desjardins, R. (2017). *Translation and social media: In theory, in training and in professional practice*. London: Palgrave Macmillan
- Garrand, T. P. (2017). *Writing for multimedia and the web: A practical guide to content development for interactive media*. Oxford: Routledge.
- Gillmor, D. (2006). *We the media: Grassroots journalism by the people, for the people*. Massachusetts: O'Reilly Media, Inc
- Hilliard, R.L. (2011). *Writing for television, radio, and new media (Broadcast and Production)*. Boston: Cengage Learning
- Johnson, M. C. (2000). *New script writers journal*. Oxford: Focal Press.

Suggested Readings

- Jaikumar, P. (2006). *Cinema at the end of empire*. Durham: Duke University Press
- McLuhan, M. (1964). *Understanding the media*. London: Routledge
- Murrow, E. (2004). *Birth of broadcast journalism*. Nashville: Turner Publishing Company
- Reardon, N. (2013). *On camera: How to report, anchor & interview*. London: Routledge
- Shirky, C. (2009). *Here comes everybody: The power of organizing without organizations*. London: Penguin Books
- Sinha, P. K. (2006). *Media writing*. Delhi: Indian Distributors.

- Strunk, W., & White, E.B. (2008). *The elements of style: 50th anniversary edition*. London: Longman
- Vander Mey, R. Meyer V., Rys J.V. & Sebranek P. (2019). *The college writer: A guide to thinking, writing and researching*. Boston: Houghton Mifflin.
- Viridi, J. (2003). *The cinematic imagination: Indian popular films as social history*. New Jersey: Rutgers University Press
- Whitaker, W. R. et al. (2012). *Media writing: print, broadcast, and public relations*. New York: Routledge.
- जोशी, मनोहरश्याम. (2000). पटकथालेखन : एकपररचय . नईददल्ली, र्ारत: राजकमलप्रकाशन
- वजाहत, असगरएवंरंजन, प्रर्ात (2001). टेमलववज़नलेखन. नईददल्ली, र्ारत: राधाकृष्णप्रकाशन

E-Resources

- Carroll, B. (2003). Culture Clash: *Journalism and the Communal Ethos of the Blogosphere*. Into the Blogosphere, Retrieved from https://conservancy.umn.edu/bitstream/handle/11299/172831/Carroll_Culture%20Clash.pdf?sequence=1&isAllowed=y
- Schuh, K.L. (2006). Student Effort, Media Preference, and Writing Quality When Using Print and Electronic Resources in Expository Writing, *SAGE Journals*, Retrieved from <https://doi.org/10.2190/QJ4N-2863-Q6L0-6360>
- *The New York Times Ethical Journalism Handbook*, (2004). retrieved from <https://www.nytimes.com/editorial-standards/ethical-journalism.html>

DISCIPLINE SPECIFIC CORE COURSE – 3: Print Media Production

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Print Media Production	4	2	0	2	Class XII Pass	NIL

Learning Objectives

1. To study the historic growth and changing dynamics of print media in India.
2. To understand different forms of print journalism and reporting formats.
3. Designing the layout and formats for print media production.
4. To use various software for producing newsletters and magazine pages.

Learning outcomes

1. Understand the structure and functions of a news organisation.

2. Understand the relationship between the political economy and editorial policy.
3. Gain practical knowledge of the technology and skills necessary to produce a newspaper.
4. Practical knowledge of planning, designing & editing a newspaper.

SYLLABUS OF DSC-3

UNIT – I (15 hours)

Print Journalism

- Determinants of News Values: Meaning of News, Types (hard and soft news/objective, interpretative and investigative)
- Dignity, Ethics and Journalistic Responsibilities
- Ownership, Revenue and Editorial Policy
- News Agencies and News Pools

UNIT – II (15 hours)

The News Room

- Structure of a News Organization
- Allocation of Tasks: Roles, Skills and Sourcing
- Functions and Responsibilities of an Editor
- Planning, Dummy and Design, Typography, Preparing a Copy

UNIT – III (15 hours)

Print Technology and Newspaper Production

- Introduction to Publishing Software: Adobe InDesign, other Open Sources
- Use of Graphics, Photographs, Cartoons and Print Info-graphics
- Page Layout (print and electronic copy), Size, Anatomy, Grid Design, Frontpage, Editorial page and Supplements, Single and Multiple Editions
- Printing Process: Letter Press, Screen, Offset Style Sheet, Handling Text (headlines, pictures, advertisements)

Practical (30 hours)

Producing a Newsletter using Design Software

Essential Readings

- Ahuja, B. N. (1996). *History of Indian press: Growth of newspapers in India*. New Delhi: Surjeet Publications.
- Davis, M. (2012). *Graphic design theory*. London: Thames and Hudson
- Gupta, V. S. Aggarwal, V. B. (2001). *Handbook of journalism and mass communication*. India: Concept.
- Graham, L. (2012). *Basics of design: Layout & typography for beginners*. United States: Cengage Learning.
- Raman, U. (2009). *Writing for the media*. India: Oxford University Press.
- Sarkar, N. N. (2013). *Art and print production*. India: OUP India.

Suggested Readings

- Natarajan, J. (1955). *History of Indian journalism*. New Delhi: Publications Division, Ministry of Information and Broadcasting.
- Keeble, R. (2005). *Print journalism a critical introduction*. Routledge.
- Sarkar, N. N. (1998). *Designing print communication*. India: Sagar Publications.
- Luttrupp, J. C., & Greenwald, M. L. (2009). *Designing for print production: Essential concepts*. United States: Delmar/Cengage Learning.
- Hiteshi, B., & Ahuja, C. (2016). *Print Journalism: A complete book of journalism*. United States: Author Solutions, Incorporated.
- Joss, M. & Nelson, L. (1977). *Graphic design tricks and techniques*. Ohio: North Light Books.
- Kenly, E. & Beach, M. (2004). *Getting it printed*. United States: F+W Media.

LIST OF GENERIC ELECTIVE COURSES

GENERIC ELECTIVES (GE-1) – Social Media

Credit 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			
Social Media	4	3	1	0	Class XII Pass	NIL	Finance and Business Economics

Learning Objectives

The Learning Objectives of this course are as follows:

1. To enable student to understand the new paradigms of social media like technology and literacy, nuances of digital experience and ethics.
2. To familiarize student with various social media technologies and applications like
3. digitization of media and media convergence.
4. To understand the impact of social media on society, individual and democracy.

Learning outcomes

The Learning Outcomes of this course are as follows:

1. Ability to define new paradigms of social media.
2. Familiarizing with the different types of social media.
3. Understanding social media technologies and its application.
4. Learn to critically evaluate the impact of social media.

SYLLABUS OF GE-1

UNIT – I (20 hours)

Social Media: A New Paradigm

- Technology and Literacy Redefined: Internet, Intranet, WWW (Web 1.0, 2.0, 3.0)
- The Digital Experience: Mobile, Cyberspace and Apps
- The User and The Fourth Screen: Representation and Reproduction
- Media Convergence: ICT - Scope and Role

UNIT – II (20 hours)

- Social Networking Platforms
- Blogging and Vlogging
- Video Conferencing, Webcasting, Podcasting
- Social Bookmarking

UNIT – III (20 hours)

Impact of Social Media

- Internet/Online Activism
- Citizen Journalism
- Cyber Crimes and Ethics
- Democratization/Digital Divide

Essential Readings

- Barker, M. S., Barker, D., Bormann, N. F., Neher, K. (2013). *Social media marketing: A strategic approach*. New York: Cengage Learning.
- Castells, M. (2005). *The network society: A cross-cultural perspective*. Cheltenham: Edward Elgar.
- D. Satish, Rajesh Prabhakar Kaila. (2006). *Blogs: Emerging communication media*. The ICFAI University Press.

Suggestive Readings

- Forsyth, T. (2011). *Encyclopaedia of international development*. Milton Park. Abingdon, Oxon: Routledge.
- Lister, M. (2009). *New media: A critical introduction*. London: Routledge.
- Mishra, R.C., (2008). *Cyber-crime: Impacts in the new millennium*. Author Press.

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

B.A. (HONS.) BUSINESS ECONOMICS

Category-I

DSC - 1: Microeconomics – I

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Microeconomics-I	4	3	1	0	Class XII Pass	NIL

DSC - 1: Microeconomics – I

Objectives

This is the first course in a group of two that together cover the basic concepts of Microeconomics. This course covers the areas of consumer demand, production, cost and different types of commodity markets. It introduces the concept of economics, market equilibrium, elasticity, and consumer and producer behaviour at the basic level. It is a core foundation paper giving the students a micro aspect of different economic activities.

Learning Outcomes

- To analyse the market behaviour by understanding the basic concepts of microeconomics.
- To provide students with an understanding of the standard theoretical analysis of consumer and producer behaviour.
- To know the applications of theory of production and cost structure

Course Structure

Unit 1: Basic Concepts

(8 hours)

Scope and method of microeconomics; Scarcity and Choice; Positive and normative economics; Production possibility frontier, concepts of opportunity cost, rate of growth; Demand, Supply and Market equilibrium; Market Failure: Public goods and externalities; types of externalities – production and consumption externalities, asymmetric information and moral hazard: principal agent problem.

Unit 2: Theory of Consumer Behaviour**(20 hours)**

Elasticity: Price elasticity of demand, price elasticity of supply, cross elasticity and income elasticity of demand; Preference; utility; budget constraint; Cardinal theory & Ordinal theory: Budget sets and Preferences under different situations; Utility; Indifference curves: Consumer equilibrium; utility maximization; Engels curve, Derivation of demand curve, Income and substitution effects: Hicks and Slutsky equation; inferior, normal and Giffen goods Applications of indifference curves to other economic problems; Revealed preference theory; revealed preference: weak axiom, compensated law of demand; consumer surplus, equivalent variation and compensating variation, WARP, SARP.

Unit 3: Choice under Uncertainty**(10 hours)**

Choice under uncertainty – Comparative statics, utility function and expected utility, measures of risk, risk aversion and risk preference; intertemporal choice: savings and borrowing; Duality in consumption.

Unit 4: Technology, Production and Cost**(30 hours)**

Technology; isoquants; production functions with one and more variable inputs; returns to scale; Law of variable proportion, total, average and marginal product, marginal rate of technical substitution, iso-cost line and firm's equilibrium, elasticity of substitution; cost minimization; expansion path, short run and long run costs; various cost curves in the short run and long run and its relation; economies of scale; increasing and decreasing cost industries; envelope curve; economies of scale. Prices as parameters: Firm equilibrium and profit; short and long-run supply function; taxes and subsidies.

References*Essential*

1. McConnell et al. (2021). Microeconomics. McGraw-Hill Education.
2. Varian, H.R. (2020). Intermediate Microeconomics: A modern approach. W. W. Norton.
3. Bernheim, B. and Whinston, M. (2009). Microeconomics. Tata McGraw- Hill.

Additional

1. Hall, Robert E. and Lieberman, Marc (2009). Microeconomics - Principles and Applications. South Western Educational Publishing.
2. Snyder, C., Nicholson, W. (2010). Fundamentals of Microeconomics. Cengage Learning.
3. Pindyck, Robert, Rubinfeld, Daniel (2017). Microeconomics (Eighth Edition). Pearson

Teaching - Learning Process

3 Lectures and 1 tutorial each week.

Assignments, Term Paper, Presentations, Project, Classroom discussions

Assessment Method

Total Marks: 100

Practical: 0

Internal Assessment: 25 Marks

End Semester Exam: Duration: 3 Hours & Maximum Marks: 75

Keywords

Demand, Supply, Elasticity, Market failure, Externalities, Consumer Preference, Production, Cost

DSC - 2: Accounting for Managers

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Accounting for Managers	4	3	1	0	Class XII Pass	NIL

DSC - 2: Accounting for Managers

Course Objectives

The course imparts knowledge of accounting principles particularly in the context of the preparation of financial statements and cost information of a business entity. The course concerns analysis and interpretation of these statements and their applications to managerial decision-making.

Learning Outcomes

- To understand the process of financial, cost and management accounting.
- To make a critical analysis of the financial statements of a business entity.
- To identify the steps for rational managerial decision making with respect to financial and cost aspects of a business.

Course Structure

Unit 1: Financial Accounting (16 hours)

Meaning of Financial Accounting, Functions and Limitations of Financial Accounting, Users of Financial Accounting Information, Basis of Accounting: Cash and Accrual. Principles of Financial Accounting (GAAP), Overview of International Financial Reporting Standards (IFRS) and Ind AS.

Overview of Process of Financial Accounting: Journalizing, Ledger Posting and Preparation of Trial Balance.

Preparation of final Accounts (with adjustments) of a Sole Proprietor: Trading and Profit and Loss Account and Balance Sheet.

Understanding the Financial Statements of a Joint Stock Company: Format of Income Statement and Position Statement as per revised schedule VI of Companies Act, 2013.

Unit 2: Analysis and Interpretation of Financial Statements (12 hours)

Financial Statements: Meaning and types, importance and limitations of Financial Analysis

Techniques of Analysis: Cash Flow Statement (Indirect Method as per Revised AS 3): Preparation, Utility and Limitations.

Ratio Analysis with emphasis on the purpose and interpretation of the ratios: Liquidity, Turnover, Profitability and Solvency Ratios. Advantages and Limitations of Ratio Analysis.

Unit 3: Cost and Management Accounting (20 hours)

Cost and Management Accounting: Meaning, Functions, Utility and Limitations, Financial Accounting vs Cost Accounting, Financial Accounting vs Management Accounting, Tools of Management Accounting, Methods of Costing, Techniques of Costing, Basic Cost Concepts, Classification of Costs, Absorption Vs Marginal Costing.

Unit Costing: Preparation of Cost Sheet and computation of profits.

Cost Volume Profit Analysis, Break-even Analysis, Margin of Safety.

Managerial Decisions involving Alternate Choices: fixing the selling price, exploring new markets, make or buy decision, product/ sales mix decision (with and without key factor), shut down or continue.

Unit 4: Planning and Control (12 hours)

Meaning of Standard Costing, process of determination of Standard Costs.

Meaning of Budget and Budgetary Control, Benefits and Limitations of Budgetary Control, Classification of Budgets, Preparation of Master Budget, Fixed and Flexible Budgets, Difference between Standard and Budgeted Costs.

Variance Analysis: Cost Variances: problems related to Material and Labour Variances.

References:

Essential

1. Arora, M.N. Accounting For Management. Himalaya Publishing House
2. Lal, J. Accounting For Management. Himalaya Publishing House (P) Ltd.
3. Maheshwari, S.N. Accounting for Management. Vikas Publishing House.
4. Sahoo, B.P. Accounting for Managers. Wisdom Publications.

Additional

1. Gupta, R.L. Introductory Corporate Accounting. Sultan Chand & Sons.
2. Horngren, C.T., Sundem, G.L., Burgstahler, D. Schatzberg, J.O. Introduction to Management Accounting. Pearson.
3. Monga, J.R. Financial Accounting Concepts and Applications. Mayur Paperbacks.

4. Monga, J.R. Basic Corporate Accounting. Mayur Paperback.
5. Rustagi, R.P. Fundamentals of Management Accounting. Taxmann.
6. Singh, S. Management Accounting. PHI Learning
7. Stice, J. & Stice, E.K. Financial Accounting Reporting and Analysis. Cengage Learning

Teaching - Learning Process

3 Lectures and 1 tutorial each week.

Emphasis on interpretation and applications of accounting methods and techniques for taking managerial decisions. Assignments, Term Paper, Presentations, Project, Classroom discussions

Assessment Method

Total Marks: 100

Practical: 0

Internal Assessment: 25

End Semester Exam: Duration: 3 Hours & Maximum Marks: 75

Key Words

Financial Accounting, Final Accounts, Management Accounting, Cost Accounting, Cost Sheet, Cost Volume Profit Analysis, Variance Analysis.

DSC - 3: Mathematics for Business Economics – I

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Mathematics for Business Economics-I	4	3	0	1	Class XII Pass	NIL

DSC - 3: Mathematics for Business Economics - I

Course Objectives

The objective of this course is to provide instruction on basic mathematics that enables the study of economic theory and business applications at the undergraduate level. This shall be required for the teaching of the courses on microeconomic theory, macroeconomic theory, statistics, and econometrics set out in this syllabus. This course introduces mathematical techniques that will be new to most students through examples of their application to economic concepts. The economic and business models are a means for illustrating the method of applying mathematical techniques to economic theory and business applications in general. Mathematics has become the language of

modern analytical economics and it quantifies the relationship between economic variables and among economic actors.

Learning Outcomes

- To build the mathematical base necessary for other courses and to understand the basic functional forms used in economic analysis.
- To develop the mathematical knowledge required in business decision-making and to study the mathematics in which economic theories are expressed.
- To make and refute arguments by developing mathematical understanding.

Course Structure

Unit 1: Introduction (9 hours)

Algebra concepts, number systems, inequalities, mathematical logic, proof techniques; sets and set operations; functions and their properties.

Unit 2: Univariate Analysis (16 hours)

Curves and graphs; elementary functions: linear, quadratic, polynomial, power, exponential, logarithmic; sequences and series: convergence, algebraic properties and applications; Continuous functions: characterisations, properties with respect to various operations and applications; Differentiable functions: characterisations, properties with respect to various operations and applications; Second and higher order derivatives: properties and applications. Geometric properties of functions: convex functions, their characterisations and applications; local and global optima: geometric and calculus-based characterisations, and applications.

Unit 3: Linear Algebra (12 hours)

Linear Algebra: Vector spaces: algebraic and geometric properties, scalar products, norms, orthogonality; linear transformations: properties, matrix representations and elementary operations; systems of linear equations: properties of their solution sets; determinants: characterization, properties and applications. Eigenvalues and eigenvectors, diagonalization, Spectral Theorem.

Unit 4: Integration (8 hours)

Integrals: indefinite and definite. Methods of integration. Economic applications.

Readings

Essential

1. Sydsaeter, K., Hammond, P. (2002). Mathematics for Economic Analysis. Pearson Education.

Additional

1. Chiang, Alpha C., and Wainwright, K.(2005). Fundamental Methods of Mathematical Economics. Boston, Mass: McGraw-Hill/Irwin.

2. Hoy, Michael, Livernois John, McKenna Chris, Ray Rees, and Thanasis Stengos. (©2011) Mathematics for Economics. Cambridge, Mass. : MIT Press
3. Lay, David C., Judi J. McDonald, Steven R. Lay.(2022). Linear Algebra and Its Applications. Pearson.

Practical : 30 Hours

Teaching - Learning Process

3 Lectures and 1 practical each week.

Assignments, Tests, Presentations, Classroom discussions.

Spreadsheet Software for logical and other functions. Problem solving.

Assessment Methods

Total Marks: 100

Practical: 25

Internal Assessment: 25 Marks

End Semester Exam: Duration: 3 Hours & Maximum Marks: 50

Key Words

Set theory, Univariate, Limits, Continuity, Optimisation, Calculus, Differentiation, Concavity, Convexity, Optimisation, Spreadsheet

COMMON POOL OF GENERIC ELECTIVE COURSES

Category-IV

GE - 1: Principles of Economics

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Principles of Economics	4	3	1	0	Class XII Pass	NIL

GEC - 1: Principles of Economics

Course Objectives

This course aims to offer basic understanding of the principles of economics. Specifically, this course intends to expose the student to the basic principles and concepts in Microeconomics and in Macroeconomics. In this course the students are introduced to the problem of scarcity and choice, demand and supply, elasticity, basic consumer theory, production and costs, definition, measurement of the macroeconomic variables -- GDP, consumption, savings, investment, money and credit etc.

Learning Outcome:

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

Course Structure

Unit 1: Introduction

(8 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 (12 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 (12 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 (8 hours)

What is macroeconomics? Macroeconomic issues in an economy.

Unit 5: National Income Accounting (8 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 (8 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 (4 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

References:

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.

Teaching - Learning Process**Assessment Method**

Total Marks: 100

Practical: 0

Internal Assessment: 25

End Semester Exam: Duration: 3 Hours & Maximum Marks: 75

Keywords

Principles of Economics, Scarcity, Consumer Theory, Production, Costs, Gross Domestic Product, money and credit.

GE - 3: Legal Environment of Business

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Legal Environment of Business	4	3	1	0	Class XII Pass	NIL

GEC - 3

Legal Environment of Business

Pre requisites: None

Course Objective(s): The course intends to familiarize the student with the legal environment which govern business for its efficient conduct and to apply them in real life situations. The purpose is to widen their scope of knowledge by appreciating the different branches of law covering some important legislations from Indian Contract Act, Companies Act, LLP Act, Consumer Protection Act, Sale of Goods Act and IT Act including the relevant cases and amendments.

Learning Outcomes:

The students will be able:

- To understand the basic rules and provisions of Contract and Agreements.
- To know the provisions to Formation and functioning of company and LLP.
- To understand the significance and role of law of sale of goods act
- To have in- depth knowledge of Information Technology Act And legal framework of right to Privacy, Data Security and Data Protection.
- Apply the law correctly to different facts and in different contexts

Unit 1: Indian Contract Act (16 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 (16 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 (16 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 (12 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 References:

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.

Additional References

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

Teaching - Learning Process:

3 lectures and One Tutorial class per week. Classroom teaching with interactive discussion of relevant case laws to enable student to have better understanding of legal text and to prepare them to present legal arguments in the cases of real life situations.

Assessment Methods:

Total Marks 100

Practical NA

Internal Assessment 25

End semester exam: Duration:3 Hours Marks: 75

Key Words: Contract, LLP, Goods, Company, Information technology, Consumer, Digital signature.

GE - 5: Quantitative Techniques in Management

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Quantitative Techniques in Management	4	3	1	0	Class XII Pass	NIL

GEC - 5: Quantitative Techniques in Management**Course Objectives**

To apprise students with the construction of mathematical models for managerial decision making. The emphasis is on understanding the concepts, formulation and interpretation of linear programming methods and its application in diverse problems. An introduction to game theory and network analysis forms part of the course.

Learning Outcomes

- 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.

Course Structure**Unit 1: Introduction - Operations Research, Linear Programming (20 hours)**

- Introduction to Operations Research, characteristics, Phases, Methodology, Applications and scope
- 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 2: Transportation and Assignment Problem**(16 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 3: Network Analysis**(12 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 4: Decision Theory:**(12 hours)**

- (i) 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.

References:

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.

Teaching - Learning Process

Three lectures and one tutorial class per week. Lectures devoted to teaching the theory of operations research and solving of numerical problems.

Assessment Method

Total Assessment Marks: 100

Practical exam: 0 marks

Internal Assessment: 25 marks

End semester exam 75 marks

Keywords

Linear programming, simplex method, duality, transportation problem, assignment problem, network analysis, PERT, CPM, decision making, game theory

GE - 7: Economics of Startups

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Economics of Startups	4	3	1	0	Class XII Pass	NIL

GEC – 7 Economics of Startups

Pre-requisites: None

Course Objective:

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

Learning Outcomes

After successful compilation of the 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.

Course Structure

Unit 1: Startup, Generation & Experimentation (12 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 2: Building the Business Plan (20 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 3: Crafting business models and Lean Start-ups: (16 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 4. Institutions Supporting Small Business Enterprises and ethics: (12 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.

References:

1. Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston. Pearson Publications.
2. Hishrich, 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.

Additional 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.

Teaching - Learning Process

Three lecture and one tutorial per week. Case study discussion, Class presentation on the assigned topic by students individually or in group, Workshop, Role play.

Class exercise- select an industry that has several competing small firms in your area. Contact these firms and compare their approaches to determining prices, financial plan and location. Based on this analysis build your “own” business plan

Assessment Method

Total Marks – 100

Practical – 0

IA -25

End semester exam - 75

Keywords

Entrepreneurship process, Start-up Idea, Entrepreneurial Venture, Business Incubators

GE - 9: International Economics

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
International Economics	4	3	1	0	Class XII Pass	NIL

GEC – 9 International Economics

Pre-requisites: Basic courses in Microeconomics and Macroeconomics

Course Objectives

This course aims at inculcating basic understanding of fundamentals of international economics. It will enable students to identify basis and gain from international trade with the help of different theoretical models and their applications to real world challenges and its solutions.

Learning Outcomes :

- 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

Course Contents:

Unit 1: Introduction to International Trade

[16 hours]

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

[20 hours]

World Trade: An overview; Theories of international trade – Mercantilism; Absolute advantage theory, Comparative advantage theory, Factor 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)**[8 hours]**

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**[16 hours]**

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.

References:

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.

Teaching-Learning

Three lecture and one tutorial class per week. Classroom teaching with assignment, tests, presentation.

Assessment Method

Total Marks: 100

Practical: 0

IA: 25

End semester exam: 75

Keywords

International Trade, Exchange rate, FDI, Balance of Payment.

GE - 11: Economic Policy Framework

Course Title	Total Credits	Components			Eligibility Criteria	Prerequisite if any
		L	T	P		
Economic Policy Framework	4	3	1	0	Class XII Pass	NIL

GEC-11: Economic Policy Framework

Pre-Requisites: None

Course Objectives

This course will help students to understand the importance of macroeconomic policies. Each section is complemented with contemporary issues in the sphere of these policies.

Learning Outcome:

- To learn the basic concept of macroeconomics
- To understand how different parameters of macroeconomics work under Indian economy.
- To understand how monetary and fiscal policy works.
- To know different exchange rate regimes.

Unit 1: Meaning and objectives of economic policy (16 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 (16 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

(16 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.

References:

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.
7. <http://www.inclusivejournal.in/about.html>.
8. 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.
9. Economic Survey, India, latest issue
10. Union Budget Statement, India, Latest issue

Additional References:

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.

Teaching - Learning Process

The teaching learning process has internal assessment based on performance of students in class tests, projects including group activity based projects as well as external end semester assessment.

Assessment Method

Total Marks: 100

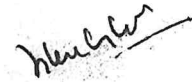
Practical: 0

Internal Assessment: 25

End Semester Exam: Duration: 3 Hours & Maximum Marks: 75

Keywords

circular flow of income, national income aggregates, fiscal policy, monetary policy, exchange rate policy.



REGISTRAR

NOTIFICATION**Sub: Amendment to Ordinance V****[E.C Resolution No. 38-1/ (38-1-8) dated 08.12.2022]**

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-II of the Department of Finance & Business Economics under Faculty of Applied Social Sciences & Humanities based on Under Graduate Curriculum Framework -2022 to be implemented from the Academic Year 2022-23.

CATEGORY-I

Business Economics Course for Undergraduate Programme of study with Business Economics as a Single Core Discipline

(B.A. Honours in Business Economics in three years)

DISCIPLINE SPECIFIC CORE COURSE – 4: MACROECONOMICS-I**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Macroeconomics – I DSC-4	4	3	1	0	Class XII	Nil

Learning Objectives

This course aims at inculcating basic understanding of the fundamentals of macroeconomics. It will enable students to identify major macroeconomic issues, their applicability to the real economy.

Learning outcomes

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

- To understand the basic concept of circular flow of income in four sector economies and different approaches to measurement of National Income.
- To introduce basic concepts of the money market including demand and supply aspects of money.

- To apply the closed economy Hicks- Hansen (IS-LM) model for effectiveness of Fiscal and Monetary policies in the short run.
- To identify macroeconomic issues of developing countries in a global macro setting and its difference from issues of developed countries.

SYLLABUS OF DSC-4

UNIT–I: Introduction to Macroeconomics and National Income Accounting (6 Hours)

Origin of macroeconomics; Income, expenditure and the circular flow in three and four sectoral economies; real versus nominal GDP; price indices; measurements of gross domestic product; national income accounting for closed economy and for open economy and National Income Identity; balance of payments accounts and its components.

UNIT – II: Theory of Income Determination (9 Hours)

An introduction to Classical and Keynesian systems; Simple Keynesian Theory of Income Determination, Consumption function – MPC and APC, changes in equilibrium, Paradox of Thrift and Investment multiplier.

UNIT – III: Money, Interest and Monetary Policy (12 Hours)

Meaning and nature of money, Primary and secondary functions of money; Quantity Theory of Money–Cambridge version, Classical theory of interest rate, Loanable fund Theory and Keynesian Theory of Liquidity Preference and interest rate, Liquidity Trap; Credit Creation and Money Multiplier Determination of money supply and demand; credit creation; money multiplier, monetary base; tools of monetary policy

UNIT – IV:IS-LM Analysis and Aggregate Demand (12 Hours)

Goods market and money market, graphical derivations of the Hicks-Henson model (IS and LM functions); Properties of IS-LM curves, factors affecting the position and slope of IS-LM curves, determination of equilibrium income and interest rates; Studying the impact of fiscal and monetary policies using IS-LM framework;Macro policy in a global setting and developing countries

Unit V: Inflation (6 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.

Essential/recommended readings

1. Abel Andrew B., Bernanke Ben and Croushore Dean (2011). Macroeconomics (7th edition). Pearson
2. Schiller Bradley R. and Gebhardt Karen (2019) Macro economy Today (14th edition), McGraw Hill
3. Froyen Richard T. (2013). Macroeconomics: Theories and Policies (10th ed.), Pearson.

4. Blanchard O. (2017). Macroeconomics (7th edition). Pearson
5. Dornbusch R., Fischer S., and Startz R. Macroeconomics (11th edition). McGraw-Hill
6. Colander David C. (2017) Macroeconomics (9th edition), McGraw Hill

Suggested readings

1. Gordwin, Harris, Nelson, Roach and Torris (2017) Macroeconomics in context (2nd edition), Routledge Taylor and Francis Pub Indian Edition
2. Government of India (GOI) (Latest Year), Economic Survey, Ministry of Finance New Delhi.
3. Government of India (GOI) (Latest Year), Handbook of Indian Economy, RBI Publication New Delhi.
4. Mankiw N. Gregory, Macroeconomics, Worth Publishers.
5. Chugh, S. (2015) Modern Macroeconomics, MIT Press.
6. D'Souza, E, Macroeconomics, Pearson Education

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

DISCIPLINE SPECIFIC CORE COURSE – 5: 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		
Financial Institutions and Markets DSC-5	4	3	1	0	Class XII	Nil

Learning Objectives

This course provides an understanding of the existing financial institutions and markets in the Indian financial system. Students will be equipped with the knowledge of primary and secondary segments of the equity, money, and debt markets.

Learning outcomes

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

- To understand the role of banking and non-banking financial institutions in India.

- To learn the methods for companies to raise funds in the primary market
- To use the methodology to create stock price indices in India.
- To analyze the process of issuance, trading, and settlement in equity, debt and money market instruments.

SYLLABUS OF DSC- 2

UNIT – I:Financial Institutions in India

(9 Hours)

- Overview of Formal Financial System: Financial Institutions, Financial Markets, Financial Instruments, Financial Services, Role of Financial System in Economic Development.
- Banking and Non-Banking Institutions: Scheduled Commercial Banks in India, Risk Management Process in Banks, Non-Performing Assets, Tools to Manage Non-Performing Assets, Payment Banks.
- Credit Rating Agencies: Meaning, Methodology and Agencies in India.
- Housing Finance: Housing Finance Companies in India, Repricing of Loan, Floating vs. Fixed Rate, The Rest Method, Problems in Housing Finance.
- NBFCs in India: Objectives, Functions, Types, Difference between NBFCs and Banks, Role of NBFCs in Indian Economy.
- Regulatory Institutions: Reserve Bank of India (RBI), Securities Exchange Board of India (SEBI)

UNIT – II:Primary Market for Corporate Securities in India

(15 Hours)

- Financial Markets: Role and Importance of Financial Markets, Types of Financial Markets- Equity Market, Debt market, Money market, Forex Market.
- Procedure of an IPO: Entry Norms for IPOs -Profitability Route, QIB Route, Appraisal Route; Intermediaries to an Issue, Pricing Methods-Fixed Price Process, Book Building Mechanism (Book Building Process, Bidding Process, Reverse Book Building, Limitations), Green Shoe option.
- Methods of Raising Funds: Venture Capital, Private Equity, Public Issues- IPO, FPO, offer for sale; Rights Issue, Private Placement -Preferential Issue, Qualified Institutional Placements, Disinvestment of PSU- Objectives, Sell-off methods.
- Raising of Funds from International Markets-ADRs, GDRs, FCCB and Euro Issues, Masala Bonds.
- Listing and Delisting of Corporate Stocks in Indian Stock markets.

UNIT – III:Secondary Market in India

(12 Hours)

- Overview of Secondary Market: Functions of Secondary Market, Demutualization of Stock Exchange, Bulls and Bears in Stock Markets, Volatility and Circuit Breakers in stock Market, Stock exchanges in India; International stock exchanges, Capital Market Scams.
- Market Mechanism: Financial Instruments-Equity Shares, Debentures & Bonds, Derivatives. Types of Brokers, Depository Process in India.
- Trading, Clearing and Settlement of securities: Types of orders, Contract Note, Clearing Corporations (ICCL, NSCCL), Depositories (NSDL, CDSL), Settlement Mechanism.
- Risk Management: Margin Requirement and Capital requirement of a Broker, MTM and VaR Margins, Margin Trading and Margin Adjustments.

- Indian Stock Indices: Major Indices in India (Sensex and Nifty), Market Capitalization (free float, full float methodology), Calculation Methodology (Price weighted, Equal weighted, Fundamental weighted, Market Capitalisation weighted Index), Classification of Securities to be included in the Index, Impact of corporate actions (Rights, Bonus, and Stock split) on security prices and indices.

UNIT – IV: Money Markets & Debt Market in India

(9 Hours)

- Money Market: Characteristics, Functions and Benefits of Efficient Money Market, Participants in money markets, Money Market Instruments- Auctioned Treasury Bills (Features, Types, and Issuance/Sale by Auction), Commercial Paper (Guidelines and Process for Issuance), Commercial Bills (Features and Types), Certificate of Deposits (Guidelines and Process for Issuance), Call/Notice Money (Reason of volatility and Process of Issuance) Repo, Reverse Repo.
- Long Term Debt Market: Participants and Instruments in Debt market, Private Corporate Debt Market-Issue and listing of Debt Securities; Govt Securities Market-Issuers, Investors and Types; Govt Dated Securities- Issuance, Trading and Settlement. RBI Direct Portal for retail investors for Government Securities

Notes:

1. The relevant rules, regulations and guidelines of the RBI, the SEBI and other regulators for all of the above topics should be covered.

Essential/recommended readings

1. Khan M. Y. Indian Financial System. Tata McGraw Hill.
2. Kannan, R., Shanmugam, K.R., &Bhaduri, S. Non-Banking Financial Companies-Role in India's Development. Springer.
3. Pathak, B. Indian Financial System. Pearson.
4. Eakins, Stanley G. Finance: Investments, Institutions and Management. Addison-wesley Publications.
5. National Stock Exchange of India (2003), "Indian Securities Market: A Review", NSE, Mumbai.
6. RBI Website- <https://www.rbi.org.in/Scripts/NotificationUser.aspx?Id=12179&Mode=0>
7. NSE website: <https://www.nseindia.com/resources/publications-indian-securities-ismr>

Suggested readings

1. Desai, V. Indian Financial System and Development. Himalaya Publishing House.
2. Gordan, E. Natarajan, K. Indian Financial System. Himalaya Publishing House.
3. Madura, J. Financial Markets and Institutions. Cengage Learning.

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

DISCIPLINE SPECIFIC CORE COURSE – 6: 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 Economics -I DSC-6	4	3	0	1	Class XII	Nil

Learning Objectives

This course aims to introduce different kinds of data, its visual representation, and descriptive measures to analyse and describe times series data along with a theory and practice of indices.

Learning outcomes

By studying this course, students will be able to:

- To organize, manage, present data to gain proficiency in using statistical software for data analysis.
- To prepare a technical report/statistical analysis and interpret results to enhance the ability for broader implication of application in the statistical field.
- To conduct the survey in proper way to collect data on specific economic problem and to grasp different variety of probability/nonprobability sampling methods for selecting a sample from a population.
- To make intelligent judgments and informed decisions in the presence of uncertainty and variation.

SYLLABUS OF DSC-3

UNIT – I Descriptive Statistics

(12 Hours)

Sources of data, census and sample, methods of collection, types of data. Graphical representation – Simple Charts, Box Plot, Histogram; Measures of central tendency, dispersion, skewness and Moments.

UNIT – II Probability and distribution

(15 Hours)

Sample space, event and probability. Types of events: joint, conditional and independence. Theories of probability - Classical Theory of Probability; Relative Frequency Theory of Probability; Subjective Theory of Probability and Axiomatic Theory of Probability, Random variable - Discrete and continuous, mass and density functions, cumulative distributions and properties. Joint distributions, marginal and conditional distributions. Bayes Theorem; Mathematical expectation and variance.

Theoretical Discrete and Continuous Probability Distributions – Binomial, Poisson and Normal distributions

UNIT – III Time Series

(6 Hours)

Components. Measurement of trend: linear, exponential and growth. Change in origin and scale. Measurement of seasonal fluctuations.

UNIT – IV Index Numbers

(6 Hours)

Types of index number systems and their relations. Fixed and chain-base. Tests of adequacy. Base shifting, splicing and deflating. Consumer price index, GDP deflator and Stock Prices indices – BSE Sensex and Nifty Fifty.

UNIT – V Correlation and Regression

(6 Hours)

Covariance & Correlation – Bivariate Analysis: Cross-tabulations and Scatter Plot; Rank Correlation and Pearson's Correlation; Impact of origin shift and change in scale of Correlation; Linear Regression – Simple and Multiple.

Practical component (30 hours)- Laboratory work using spreadsheet software. Projects using primary or secondary data.

Assessment Method

Total Marks: 100

Practical: 25

Internal Assessment: 25

End Semester Exam: 3 Hours; Maximum Marks: 50

Essential/recommended readings

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

Suggested 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.

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

GENERIC ELECTIVES (GE-1): INTRODUCTION TO 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
		Lecture	Tutorial	Practical/ Practice		
Introduction to Digital Marketing GEC-2	4	3	1	0	Class XII	Nil

Learning Objectives

To acquaint the students with the tools and techniques used by the digital marketers for driving the marketing decisions to attain marketing objectives and understand its integration with traditional marketing.

Learning outcomes

By studying this course, students will be able to:

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

SYLLABUS OF GE-1

UNIT – I: Fundamentals of Marketing

(6 Hours)

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 – II: 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 – III: 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 – IV: Search Marketing**(15 Hours)**

Detailed contents 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.

Suggested readings

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-2): 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
		Lecture	Tutorial	Practical/ Practice		
Statistics for Business GEC-4	4	3	0	1	Class XII	Nil

Learning Objectives

The objective is to enable students develop understanding of data and statistical tools available to describe it which shall facilitate to make evidence-based decisions using inferential statistics that are based on well-reasoned statistical arguments.

Learning outcomes

By studying this course, students will be able to:

- To learn tools and concepts of statistical analysis and interpretation.
- To comprehend fundamentals of probability theory.
- To develop skills in statistical computing, statistical reasoning and inferential methods.
- To comprehend and analyse real data like real indices.

SYLLABUS OF GE-2

UNIT – I Descriptive Statistics and Exploratory Data Analysis

(9 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. Moments.
- Skewness and Kurtosis: Meaning, measures- Karl Pearson, Bowley, Kelly's, Kurtosis- meaning and measurement of Kurtosis

UNIT – II 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; Bayes Theorem.

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

UNIT – III Sampling, Estimation and Hypotheses Testing (12 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 – IV: 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 Stock Market Indices – BSE SENSEX and NSE Nifty.

UNIT – V Correlation and Regression (6 Hours)

- Covariance & Correlation: Bivariate Analysis: Cross-tabulations and Scatter diagram; Rank Correlation and Pearson's Correlation; Linear Regression – Simple.

Practical component (30 hours)- Laboratory work using relevant software for statistical data analysis. Projects using primary or secondary data.

Practical component –yes

Assessment Method

Total Marks: 100

Practical: 25

Internal Assessment: 25

End Semester Exam: Duration: 3 Hours & Maximum Marks: 50

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

Suggested 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.

Category I

BACHELOR OF MANAGEMENT STUDIES

[UG Programme for Bachelor in Management Studies (Honours) degree in three years]

DISCIPLINE SPECIFIC CORE COURSE -4 (DSC-4)– : COST AND MANAGEMENT ACCOUNTING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Cost & Management Accounting (DSC-4)	4	3	1	0	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

- The rapidly changing business environment requires managers to make informed decisions.
- This paper will equip the students with cost and management accounting concepts, techniques and practices which will help them in planning and controlling business operations and management decision making.

Learning Outcomes

The Learning Outcomes of this course are as follows:

- Understand and distinguish various types of costs in manufacturing and service organizations.
- Determine the costs of products and services.
- Identify relevant costs for decision making and undertake different analysis of various types of decisions.
- Prepare budgets and analyse variances from standard cost to identify areas in need of control.

SYLLABUS OF DSC-4

Unit 1: Nature, Scope of Management Accounting

(9 Hours)

Meaning, nature and scope of Cost Accounting and Management Accounting; Comparison between Cost Accounting & Management Accounting; Cost Control, Cost Reduction & Cost Management, Components of Total Cost & Preparation of Cost Sheet. Cost Ascertainment: Cost Unit and Cost Center. Overheads: Meaning, Cost Drivers, Accumulation, Allocation, Apportionment and Absorption.

Classification of Costs: Fixed, Variable, Mixed Cost; Product, and Period Costs; Direct and Indirect Costs; Relevant and Irrelevant Costs; Shut-down and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical/Implicit Costs and Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs.

Unit 2: Cost-Volume-Profit Analysis

(15 Hours)

Absorption Costing and Marginal costing, Contribution. Profit Volume Ratio, Break-even Analysis: Break-even Point, Composite Break-even Point, Cash Break-even Point, Margin of safety. Angle of Incidence.

Relevant Costs and Decision Making such as: Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Shut down vs. Continue operations.

Unit 3: Budgets and Budgetary Control

(9 Hours)

Meaning, Steps in Budgetary Control, Types of Budgets: Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Fixed and Flexible Budgets, Zero based budgeting.

Unit 4: Standard Costing and Variance Analysis

(9 Hours)

Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Cost Variance, Price and Usage Variance and Mix and yield Variance; Labor Cost Variance, Rate and Usage Variance, Idle time, Mix and Yield variance.

Unit 5: Contemporary Issues in Cost Accounting and Management Accounting (3 Week)

Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Practical component (if any) - NIL

Essential/Recommended Readings: Latest editions of the following to be used:

1. Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
2. Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd.
3. Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot.

Suggested Readings: Latest editions of the following to be used:

1. Arora, M.N. & Katyal Priyanka, Management Accounting: Theory, Problems & Solutions, Himalaya Publishing House
2. Lal, Jawahar. Advanced Management Accounting: Text, Problems & Cases, Sultan Chand & Company Ltd.

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

DISCIPLINE CORE COURSE – 5 (DSC-5): MICROECONOMICS

Credit distribution, Eligibility and Prerequisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Microeconomics (DSC 5)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To learn application of micro economic concepts and techniques in evaluating business decisions taken by firms.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning outcomes

The Learning Outcomes of this course are as follows:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets.
- Understand the choices made by a rational consumer.
- Explain relationships between production and costs.
- Define key characteristics and consequences of different forms of markets.

SYLLABUS OF DSC- 5

Unit 1: Demand, Supply and Market Equilibrium (9 Hours)

Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply; Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.

Unit 2: Theory of Consumer Behaviour (12 Hours)

Cardinal utility theory; ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods).

Unit 3: Producer and Optimal Production Choice (12 Hours)

Optimizing behaviour in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost.

Unit 4: Market Structures**(12 Hours)**

Perfect competition: basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, monopoly: basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, welfare cost of monopoly; price discrimination; monopolistic competition: basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity; oligopoly kinked demand curve model, dominant price leadership model.

Practical component (if any) - NIL

Essential/recommended readings

1. Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press
2. Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition) Pearson.

Suggested Readings

1. Lipsey and Chrystal (2008). Economics. (11th Edition). Oxford University Press

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DISCIPLINE SPECIFIC CORE COURSE– 6 (DSC-6): PRINCIPLES OF MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Principles of Marketing (DSC 6)	4	3	1	0	CLASS XII PASS	NIL

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 sensitise 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 to various elements 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 DSC-6

Unit 1: Introduction

(12 Hours)

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

(12 Hours)

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

(15 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

(6 Hours)

Unique characteristics of services, marketing strategies for service firms – 7Ps.

Practical component (if any) - NIL

Essential/recommended readings

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

Suggested readings

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

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COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

GENERIC ELECTIVES (GE-7): FAMILY BUSINESS MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Family Business and Management (GE 7)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- Students will develop an understanding of the dynamics of joining a family firm
- Explore and secure values and opportunities within the family business.

Learning outcomes

The Learning Outcomes of this course are as follows:

- To understand the various concepts of family business.
- Plan the growth and sustainability of family business.
- Describe the government support available for business.

SYLLABUS OF GE-7

Unit - 1: Family-Owned Business

(12 Hours)

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

Unit -2: Diagnosing Family Entanglements

(12 Hours)

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

circumplex model, clinical rating scale and developing circumplex model.

Unit - 3: Family-Owned Business and Readiness (12 Hours)

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

Unit - 4: Succession Planning in Family-Owned Business (9 Hours)

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

Practical component (if any) - NIL

Essential/recommended readings

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.
2. Sudipt Dutta, Family Business in India, Sage Publications, 1997.

Suggested readings

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

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

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

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Financial Planning For Individuals (GE 8)	4	3	1	0	CLASS XII	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

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

Learning outcomes

The Learning Outcomes of this course are as follows:

- 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 the right investments for managing personal finance.
- Learn the basic concepts and underlying principles for Retirement Planning.

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) and Infrastructure Investment Trust (InvITs).

Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income

Practical component (if any) - NIL

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

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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
		Lecture	Tutorial	Practical/ Practice		
Introduction to International Business (GE 9)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- The course would introduce students to international trading and investment environment
- Create awareness about emerging issues such as outsourcing and sustainable development in the context of international business.

Learning outcomes

The Learning Outcomes of this course are as follows:

- Understand the process of globalization and its impact on growth of international business.
- Appreciate the changing dynamics of the diverse international business environment.
- Analyse the theoretical dimensions of international trade as well as intervention measures adopted.
- Describe the forms of foreign direct investment and analyse benefits and costs of FDI.
- Demonstrate awareness about emerging issues in international business such as outsourcing and sustainable development.

SYLLABUS OF GE-9

Unit 1: Introduction to International Business (9 Hours)

Globalization – concept, significance and impact on international business; international business contrasted with domestic business; complexities of international business; internationalization stages and orientations; modes of entry into international businesses.

Unit 2: International Trade (12 Hours)

Theories of international trade – Theory of Absolute Advantage theory, Theory of Comparative Advantage, Factor Proportions theory and Leontief paradox, Product Life Cycle theory, Theory of National Competitive Advantage; Instruments of trade control.

Unit 3: International Business Environment (12 Hours)

Role of political and legal systems in international business; cultural environment of

international business; implications of economic environment for international business. International Economic Organisations: WTO- functions, structure and scope; World Bank and IMF.

Unit 4: International Finance and Contemporary Issues (12 Hours)

Types of FDI - Greenfield investment, Mergers & Acquisition, strategic alliances; benefits and drawbacks of FDI. Overview of Exchange Rate systems. Contemporary issues in international business: Outsourcing and its potential for India; international business and sustainable development.

Practical component (if any) - NIL

Essential/recommended readings

1. Bennett, R. International Business, Delhi: Pearson.
2. Cavusgil, S. T., Knight, G. & Riesenberger. International Business: Strategy, Management and the New Realities. Pearson India.
3. Charles, W L Hill & Jain, A. K. International Business, New Delhi: Tata McGraw Hill.

Suggested readings

1. Daniels, J. D., Radenbaugh, L. H. & Sullivan, D. P. International Business, Pearson Education.
2. Griffin, R. W & Pustay, M. W. International Business - A Managerial Perspective. Prentice Hall.
3. Menipaz, E., Menipaz A. and Tripathi S.S. International Business : Theory and Practice. New Delhi. 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
		Lecture	Tutorial	Practical/ Practice		
Personal Selling (GE 10)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Learning outcomes

The Learning Outcomes of this course are as follows:

- Understand the concept of personal selling and related terms.
- An in-depth understanding of various stages in the selling process and the catalytic role of sales persons in the effective functioning of an organization.
- Learn some of the tools and techniques of selling process.

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 IV: Sales Territory

(9 Hours)

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

Practical component (if any) - NIL

Essential/recommended readings

1. Charles Futrell: Fundamentals of Selling, McGraw Hill (13th Edition).
2. Still, Cundiff & Govani: Sales Management, Prentice Hall of India (2nd Revised Edition).
3. Charles Futrell, ABC's of Relationship Selling through Service", McGraw Hill Publications (Latest Edition).

Suggested readings

1. Rolph E. Anderson, Essentials of personal selling: the new professionalism, Prentice Hall, 1995 (3rd Edition)

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

Credit 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		
Basics of Human Resource Management (GE 11)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- The objective of this course is to help the students to develop an understanding of the concept and functions of human resource management.
- The course also aims to explore the recent practices and trends in human resource management.

Learning outcomes

The Learning Outcomes of this course are as follows:

- Enhance the understanding of role of human resource management and explore the recent trends of human resource management.

- Develop an understanding of human resource management functions and practices.
- 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 (12Hours)

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

1. Dessler Gary, Warkkey Biju, *Human Resource Management*, Pearson.
2. Decenzo and Robbins, *Fundamentals of Human Resource Management*, John Wiley and sons.
3. Chhabra T.N, *Human Resource Management Concept & Issues*, Dhanpat Rai and company.

Suggested readings

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
		Lecture	Tutorial	Practical/ Practice		
Ethics and Governance in Business (GE 12)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

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

Learning outcomes

The Learning Outcomes of this course are as follows:

- Determining ethical dilemmas in common business situation and finding ways to solve it.
- Examine the role of ethics in different functional areas of business.
- Understand the importance of corporate governance in ensuring fairness, accountability and transparency in the organization.

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 -3: 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

Practical component (if any) - NIL

Essential/recommended readings

1. Fernando, A.C., "Business Ethics and Corporate Governance", Pearson Education India. (Chapter 1, 2)
2. Velasquez, Manuel G., "Business Ethics- Concepts and Cases", PHI. (Chapter 1, 2)
3. Fernando, A.C., "Business Ethics – An Indian Perspective", Pearson. (Chapter 1 to, 4; 9 to 12, 14,15,18))
4. Crane, Andrew and Matten, Dirk., "Business Ethics", Oxford. (Chapter 1, 7, 8)
5. Ghosh, B N., "Business Ethics and Corporate Governance," Mc Graw Hill. (Chapter 8, 9, 11)
6. De George, Richard T., "Business Ethics", Pearson. (Chapter 3, 4, 13 to 16)
7. Sharma, J. P., "Corporate Governance, Business Ethics and CSR", Ane Books. (Chapter 12)
8. Stanwick, Peter and Stanwick, Sarah, " Understanding Business Ethics", Sage Publications. (Chapter 10)
9. Arnold, Denis G., Beauchamp, Tom L., and Bowie, Norman E., " Ethical Theory and Business", Pearson Education (Chapter 7)

Suggested readings

1. Fernando, A.C.- Business Ethics, Prentice Hall, Latest Edition.
2. Crane, Andrew and Matten, Dirk - Business Ethics, Oxford Publications.
3. Davies, Adrain – Best Practices in Corporate Governance (Gower), Latest Edition.
4. Fernando, A.C. – Corporate Governance :Principles, Policies, and Practices (Pearson Education).

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Category I

Bachelor of Business Administration (Financial Investment Analysis) [BBA (FIA)]

(Provide the details of the Discipline Specific Courses offered by your department for the UG Programme with your discipline as the Single Core Discipline)

DISCIPLINE SPECIFIC CORE COURSE – 4 (DSC-4): COST & MANAGEMENT ACCOUNTING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Cost & Management Accounting (DSC-4)	4	3	1	0	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

- The rapidly changing business environment requires managers to make informed decisions.
- This paper will equip the students with cost and management accounting concepts, techniques and practices which will help them in planning and controlling business operations and management decision making.

Learning Outcomes

The Learning Outcomes of this course are as follows:

- Understand and distinguish various types of costs in manufacturing and service organizations.
- Determine the costs of products and services.
- Identify relevant costs for decision making and undertake different analysis of various types of decisions.
- Prepare budgets and analyse variances from standard cost to identify areas in need of control.

SYLLABUS OF DSC-4

Unit 1: Nature, Scope of Management Accounting

(12 Hours)

Meaning, nature and scope of Cost Accounting and Management Accounting; Comparison between Cost Accounting & Management Accounting; Cost Control, Cost Reduction & Cost Management, Components of Total Cost & Preparation of Cost Sheet. Cost Ascertainment: Cost Unit and Cost Center. Overheads: Meaning, Cost Drivers, Accumulation, Allocation, Apportionment and Absorption.

Classification of Costs: Fixed, Variable, Mixed Cost; Product, and Period Costs; Direct and Indirect Costs; Relevant and Irrelevant Costs; Shut-down and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical/Implicit Costs and Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs.

Unit 2: Cost-Volume-Profit Analysis

(12 Hours)

Absorption Costing and Marginal costing, Contribution. Profit Volume Ratio, Break-even Analysis: Break-even Point, Composite Break-even Point, Cash Break-even Point, Margin of safety. Angle of Incidence.

Relevant Costs and Decision Making such as: Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Shut down vs. Continue operations.

Unit 3: Budgets and Budgetary Control

(9 Hours)

Meaning, Steps in Budgetary Control, Types of Budgets: Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Fixed and Flexible Budgets, Zero based budgeting.

Unit 4: Standard Costing and Variance Analysis

(9 Hours)

Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Cost Variance, Price and Usage Variance and Mix and yield Variance; Labor Cost Variance, Rate and Usage Variance, Idle time, Mix and Yield variance.

Unit 5: Contemporary Issues in Cost Accounting and Management Accounting (3 hours)

Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Practical component (if any) - NIL

Essential/Recommended Readings: Latest editions of the following to be used:

1. Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
2. Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd.
3. Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot.

Suggested Readings: Latest editions of the following to be used:

1. Arora, M.N. & Katyal Priyanka, Management Accounting: Theory, Problems & Solutions, Himalaya Publishing House
2. Lal, Jawahar. Advanced Management Accounting: Text, Problems & Cases, Sultan Chand & Company Ltd.

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 CORE COURSE – 5 (DSC-5): MACROECONOMICS

Credit distribution, Eligibility and Prerequisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
MACROECONOMICS (DSC-5)	4	3	1	0	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

- This course deals with the principles of Macroeconomics.
- The coverage includes 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 macro-economic variables.
- Explain the working of an open economy.

SYLLABUS OF DSC –5

Unit 1: Introduction to Macroeconomics and National Income Accounting (6 Hours)

Origin of macroeconomics; Income, expenditure and the circular flow in three and four sectoral economies; real versus nominal GDP; price indices; measurements of gross domestic product; national income accounting for open economy; National Income Identity.

Unit 2: Theory of Income Determination and Interest Rate (18 Hours)

Classical theory of income and employment and Simple Keynesian Theory of Income Determination, changes in equilibrium, Paradox of Thrift and Investment multiplier.

Quantity Theory of Money–Cambridge version, Classical theory of interest rate and Keynesian Theory of Liquidity Preference and interest rate, Liquidity Trap; Credit Creation and Money Multiplier

Goods market and money market, graphical derivations of the Hicks-Henson model (IS and LM functions); Properties of IS-LM curves, factors affecting the position and slope of IS-LM curves, determination of equilibrium income and interest rates; Studying the impact of fiscal and monetary policies using IS-LM framework.

Unit 3: Inflation

(9 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: Balance of Payment and International Trade

(12 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) - NIL

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.
3. N Gregory Mankiw (2010). Macro economics (7th Edition).Worth Publishers

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

DISCIPLINE SPECIFIC CORE COURSE– 6 (DSC-6): QUANTITATIVE TECHNIQUES

Credit distribution, Eligibility and Pre-requisites of 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 (DSC-6)	4	3	1	0	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

- To apprise students with the construction of mathematical models for managerial decision situations and to use spreadsheets or computer software packages to obtain a solution wherever applicable.
- The emphasis is on understanding the concepts, formulation and interpretation.

Learning Outcomes: After the end of the course, students should be able to

- Identify, formulate and solve Linear Programming Problems graphically, mathematically and by using excel solver.
- Solve optimization problems like transportation and assignment problem.
- Develop critical thinking and use PERT and CPM techniques to improve decision making.
- Identify different types of decision-making environments and choose the appropriate decision-making approaches for each.

SYLLABUS OF DSC – 6

Unit 1: Optimization: Linear Programming Problem

(12 Hours)

Formulation of Linear Programming Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Big-M method and Two-phase method; Special cases, Duality (emphasis on formulation & economic interpretation); Post-optimality and Sensitivity Analysis. Applications of linear programming to Marketing, Finance, Operations Management, Data Envelopment Analysis etc.,

Unit 2: Transportation and Assignment Problem

(9 Hours)

Transportation Problem: Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method; Degeneracy, 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 3: Network Analysis

(12 Hours)

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

Unit 4: Decision Theory

(12 Hours)

Decision making environment, Construction of Pay off Table, Opportunity Loss Table, Decision under uncertainty, Decision under Risk: EMV, EOL, EVPI.

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 and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical Method.

Practical component (if any) - NIL

Essential/Recommended Readings

1. Vohra, N. D., Quantitative Management, Tata McGraw Hill.
2. Kanti Swarup, Gupta, P. K., & Man Mohan, Operations Research, Sultan Chand & Sons.

Suggested readings

1. Taylor, B. W., Introduction to Management Science, Pearson India.
2. Hillier, M. S., & Hillier, F. S., Introduction to Management Science, Pearson India.

Note: Latest edition of the readings may be used.

COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

GENERIC ELECTIVES (GE-4): 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
		Lecture	Tutorial	Practical/ Practice		
FUNDAMENTALS OF ECONOMETRICS (GE-4)	4	3	0	1	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

- This course provides a comprehensive introduction to basic econometric concepts and techniques.
- It covers estimation and diagnostic testing of simple, multiple regression models, panel data models, and dummy variable regression with qualitative response regression models.

Learning Outcomes

The Learning Outcomes of this course are as follows:

- Understanding of basic econometrics and its assumptions and the impact of violations of classical assumptions.
- Interpretation of functional forms of regression model.
- Understanding of models using dummy variables and Qualitative Response Regression Models.

SYLLABUS OF GE-4

Unit 1

(12 Hours)

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

Unit 2

(9 Hours)

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

Unit 3

(12 Hours)

Violations of Classical Assumptions: expected value of error term is zero, normality, multicollinearity, heteroscedasticity, autocorrelation, and model specification errors, their identification, their impact on parameters; tests related to 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 4

(12 Hours)

Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Response Regression Models or Regression Models with Limited Dependent Variables - Use of Logit, and Probit Models.

Practical component (30 Hours) – *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, and for estimation of Logit, and Probit Models is recommended.

Essential/Recommended Readings:

1. Christopher Dougherty. Introductory Econometrics. Oxford University Press.
2. Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill.
3. Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.

Suggested Readings:

1. Pindyck, Robert S. and Daniel L. Rubinfeld Econometric Models and Economic Forecasts. Singapore: McGraw Hill.
2. 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.

GENERIC ELECTIVES (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
		Lecture	Tutorial	Practical/ Practice		
Essentials of Financial Investments (GE-5)	4	3	1	0	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

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

Learning Outcomes

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

- 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 valuation of securities and carry out portfolio analysis.

SYLLABUS OF GE-5

Unit 1: Investments – An Overview

(9 Hours)

Concept of Investment, Financial Investment Vs. Real Investment, Investment Vs Speculation, Objectives 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

(9 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, Calculation of Total, Systematic and Unsystematic Risk. Impact of Taxes (discuss relevant provisions of Income Tax Act, 1961) and Inflation on Investment – Computation of Post Tax and Real Returns.

Unit 3: Security Analysis**(15 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, Relative Valuation - Earning Multiplier or Price-Earnings (P/E) Model and Price to Book Ratio; Capital Asset Pricing Model (CAPM) – its assumptions and limitations. Valuation of Fixed Income Securities – Bond Fundamentals, Types of Bonds, Determination of Bond Prices and Bond Yield. Portfolio Analysis – Portfolio Management Process, Portfolio Analysis – Portfolio Risk, Portfolio Return, Markowitz Model.

Practical component (if any) - NIL

Essential/Recommended Readings:

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

Suggested Readings:

1. Rustagi, R.P., Investment Management. Sultan Chand Publications.
2. Reilly, F. K. & Brown, K.C. Analysis of Investments and Management of Portfolios, Cengage 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-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
		Lecture	Tutorial	Practical/ Practice		
PERSONAL FINANCE (GE-6)	4	3	1	0	Class XII Pass	Nil

Learning Objectives

The Learning Objectives of this course are as follows:

- 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.

SYLLABUS OF GE-6

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) and Infrastructure Investment Trust (InvITs).

Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income.

Practical component (if any) - NIL

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.

BA (Hons.) Multi Media and Mass Communication
Communication Research
DSC – 4

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Communication Research	4	3	1	0	Class XII Pass	NIL

Course Objectives

1. To understand the role and functions of media research: aims, subjects, fields, primary and secondary sources.
2. To introduce various methodologies of research.
3. To introduce ways of analysing data generated by different kinds of research.
4. To develop a research proposal for academic and professional purposes.

Course Learning Outcomes

- i. Undertaking research for mass communication, understanding objectives.
- ii. Data collection and ethics of research.
- iii. Understand the various methodologies of research.
- iv. Develop a research proposal: structured format, citation of sources.

Unit 1: Introduction to Communication Research

(12 Hours)

- Definition, Role and Functions of Research
- Role of Theory in Research
- Primary and Secondary Data
- Types of Communication Research: Market Research, Consumer Research, Media Research, Archival Research, Online Research and Opinion Polls

Unit 2: Research Methodology

(18 Hours)

- Quantitative and Qualitative Methodology
- Quantitative Methods: Survey, Sample, Questionnaire Design
- Qualitative Methods: Content Analysis, Ethnographic Methods, Interview
- Tools of Data Analysis: Presentation and Visualisation of Data

Unit 3: Developing a Proposal

(15 Hours)

- Research Objectives, Aims and Questions, Review of Literature
- Feasibility: Field Access, Size of Sample, Time and Funding

- Ethical Issues and Questions: Informed consent, privacy issues, protection of sources, anonymity, Human Rights, IPR- Permission, Acknowledgement, Plagiarism
- Budget, Bibliography and Citation

References

Essential Readings

- Berger, A. A. (1998). *Media research techniques*. London: Sage.
- Hansen, A. (2011). *Mass communication research methods*. London: Sage.
- Kothari, C. R. (2004). *Research methodology methods & techniques*. New Delhi: New Age International
- Wimmer, R. D., & Dominick, J. R. (2009). *Mass media research: An introduction*. New York: Thomson Wadsworth.

Additional Resources:

Suggested Reading

- Baran, S. J., & Davis, D. K. (2015). *Mass communication theory: Foundations, ferment, and future*. Connecticut: Cengage Learning.
- Croteau, D., & Hoynes, W. (2003). *Media society: Industries, images, and audiences*. London: Sage.
- McLuhan, M., & Moos, M. A. (1998). *Media research: Technology, art, communication*. London: Routledge
- Neuendorf, K. A. (2017). *The content analysis guidebook*. Los Angeles: Sage.

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

Still Photography

DSC – 5

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Still Photography	4	2	0	2	Class XII Pass	NIL

Course Objectives

1. To train students with hands-on skills using different types of still cameras.
2. To train them for digital editing and manipulation in photography.
3. To familiarize students with the contemporary image making techniques.
4. To make them understand the theoretical perspective behind politics of an image.
5. To prepare students to use photography as a tool of creative expression.

Course Learning Outcomes

- i. Understanding and interpreting the photograph as a historical and technological artefact.
- ii. Familiarity with the elements of a still cameras and techniques of their usage.
- iii. Production with a still camera.
- iv. Skill acquisition of lighting techniques and digital editing for photography.
- v. Production of a theme based photography project.

Unit 1: The Photograph

(8 Hours)

- Photography, Photograph and Culture
- The Black and White; Colour and its Impact
- Image and Text: The Captioned Photo
- The Photograph in Virtual Spaces: Instagram, Pinterest, Snapchat, Flickr

Unit 2: Camera- Controls and Tools

(10 Hours)

- Image and the Camera
- Photographic Optics: Lenses- Types and Specifications
- Exposure: Aperture, Shutter Speed, ISO, Depth of Field, Perspective, Use of Filters
- Camera Settings: Menu and Resolution
- Shooting Modes: Point and Shoot, SLR, DSLR, SLD, SLT, Mirrorless and Mobile

Unit 3: Lighting Techniques and Editing

(12 Hours)

- Fundamental Lighting Concepts and Techniques: Colour Temperature and On-camera Flash

- White Balance and its Uses
- External Lighting Techniques
- Digital Editing: Adobe Photoshop, Lightroom, Apps and Open Sources

Practical (60 Hours):

- Hands-on with a DSLR and other professional-grade camera
- Application of Lighting Techniques and understanding Equipment in photograph
- Enhancing Skills in Digital photo Editing and other manipulation techniques using different software applications and mobile applications
- Improving skills in using mobile phones for digital photography applications

References

Essential Readings

- Ang, T. (2018). *Digital photography: an introduction*. United Kingdom: Dorling Kindersley Limited.
- Barthes, R., & Dyer, G. (2010). *Camera lucida: Reflections on photography*. United Kingdom: Farrar, Straus and Giroux.
- Barthes, R. (1977). *Image, music, text*. United Kingdom: Fontana Press.
- Berger, J. (2008). *Ways of seeing*. United Kingdom: Penguin Books Limited.
- Fox, A. (2015). *Langford's basic photography: The guide for serious photographers*. United States: Taylor & Francis.
- Edwards, S. (2006). *Photography: A very short introduction*. United Kingdom: OUP Oxford.
- Sontag, S. (2008). *On Photography*. Penguin.

Additional Resources:

Suggested Readings

- Berger, J., & Dyer, G. (2013). *Understanding a photograph*. Penguin.
- Adams, A. (2018). *The Camera*. United States: Little, Brown.
- Szarkowski, J. (2007). *The Photographer's Eye*. United Kingdom: Museum of Modern Art.
- Smith, R. S., Fox, A., & Langford, M. (2007). *Langford's basic photography: The guide for serious photographers*. Germany: Elsevier/Focal Press.
- Kelby, S. (2020). *The digital photography book*. United States: Rocky Nook, Inc.

Teaching Learning Process

- Blended, interactive classroom teaching
- Hands-on equipment use in the Photography Lab
- Hands-on software training in the Multi Media Lab
- Production of photography Project
- Workshops
- Internships

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

DESIGNING VISUAL COMMUNICATION

DSC – 6

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Designing Visual Communication	4	2	0	2	Class XII Pass	NIL

Course Objectives

1. To train students to understand various visual mediums of design.
2. To develop skills to use and interpret graphics for communication.
3. To understand the function of various design elements used for effective visual communication.
4. To acquire comprehensive skills in designing and creating layouts using manual techniques.

Course Learning Outcomes

- i. Understanding of graphics and images as visual communication.
- ii. Design and graphics as communication.
- iii. Acquiring comprehensive skills in designing.
- iv. Capacity to use acquired skills and knowledge to produce a book cover/ poster

Unit 1: Communication and Graphics

(8 Hours)

- What is Visual Communication?
- Elements and Principles of Design
- Roles and Responsibilities of a Graphic Designer
- Ethical Issues and Legal Implications in Visual Communication: Morphing and Manipulation

Unit 2: Colour Theory and Typography

(10 Hours)

- Introduction to the Theory of Colours: Primary, Secondary and Tertiary
- Colour Composition and Schemes
- Font Types and Font Families
- Character Settings in a Design

Unit 3: Technology in Visual Communication

(12 Hours)

- File Formats of Images
- Vector, Raster and Bitmap Graphics
- Working with Images

- Visual Communication: Photographs, Traditional and Folk Media, Films, Radio, Television and New Media

Practical (60 Hours):

- **Visual Communication Warm Up-** Exercise on Ideation : On a blank sheet of paper, make a random mark...a squiggle, pass the sheet to the person on your right, take the sheet from the person on your left and add something more...whatever occurs to you. Continue drawing and passing the sheets for about 3 minutes. Keep it moving! Objective- Only basic information is needed to convey the idea.
- **Exercise on Elements of design-** Create a Line Drawing using basic elements of design
- **Exercise on design Principles & Colour Theory-** Draw a Poster using negative and positive space, colour it using primary colours.
- **Exercise on Typography-** Type/ create a font in an image style.
- **Exercise on Illustration-** Illustrate 5 phrases you hear at College
- **Group Activity -** Storytelling exercise using shapes
-

Think of visuals as a language that has its own alphabet made up of basic shapes like squares and circles. Combine simple drawings to form visual words, sentences, and more complex thoughts like stories.

References

Essential Readings

- Davis, M. (2012). *Graphic design theory*. London: Thames and Hudson. Ohio
- Joss, M., & Nelson, L. (1977). *Graphic design tricks and techniques*: North Light Books.
- Sarkar, N. N. (2012). *Art and print production*. Canada: Oxford University Press.
- Villamil, J., & Molina, L. (1999). *Multimedia: An introduction*. Indianapolis: Que Education.
- White, A. W. (2002). *Elements of graphic design: Space, unity, page architecture, and type*. New York, NY: Allworth Press.

Additional Resources:

Suggested Readings

- Ambrose, G., & Harris, P. (2019). *Design thinking for visual communication*. Bloomsbury Visual Arts.
- Lester, P. M. (2021). *Visual communication: Images with messages*. Lex Publishing.

E-resources

- <http://design.tutsplus.com/graphic> Design Illustration Tutorials
- <http://www.springer.com/in/book/9783540673262>
- <https://stuyhsdesign.wordpress.com/web-design/elements-and-principles-of-design/>
- https://99designs.com/blog/tips/principles-of-design/?clickid=yodxCa3ROxyLW2ZwUx0Mo3Z0UkBxWtS7kziWXI0&utm_medium=27

Teaching Learning Process

- Blended, interactive classroom teaching
- Media-lab work
- Hands on Software Training
- Class work application demos
- Production of Book Cover/ Poster/ Brochure
- Internships

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

Public Service Broadcasting GE – 2

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Public Service Broadcasting	4	3	1	0	Class XII Pass	NIL

Course Objectives

1. To know about the global overview of Public Service Broadcasting.
2. To understand the functioning and role of various government agencies like Prasar Bharati, AIR, Doordarshan, Films Division etc.
3. To know about the latest technology adopted in various Public Service Broadcasting agencies.
4. To have an understanding about the global revenue models of Public Service Broadcasting.

Course Learning Outcomes

- i. Understanding the concept of Public Service Broadcasting
- ii. Critical evaluation of global revenue models in Public Service Broadcasting
- iii. Understanding of role and functions of Prasar Bharati and other agencies

Unit 1: Introduction to Public Service Broadcasting

(15 Hours)

- Global Overview of Public Service Broadcasting
- Model Public Service Broadcasting Law, UNESCO
- Public Service Model in India: An Overview
- Early Public Service Broadcasting in India: Prasar Bharati, All India Radio, Doordarshan, Films Division

Unit 2: Revenue Models of PSB

(15 Hours)

- Government Grants Model
- License Fee Model
- Hybrid Model
- Advertising Model

Unit 3: Public Service Broadcasting in the Digital Age

(15 Hours)

- Radio and the Digital Age
- PSB Television and Webcasting
- Direct to Home Public Service Broadcasting

- Curriculum Broadcasting in the Digital Age: E-pathshalas

References

Essential Readings

- Chatterji, P. C. (1991). *Broadcasting in India*. New Delhi: Sage.
- Ghosal, H. R. (1962). *An outline history of the Indian people*. Delhi: Publications Division, Ministry of Information and Broadcasting, Govt. of India.
- Saxena, A. (2011). *Radio in new avatar: AM to FM*. New Delhi: Kanishka, Distributors.

Additional Resources:

Suggested Readings

- Fleming, C. (2010). *The radio handbook*. London: Routledge.
- Luthra, H. R. (1986). *Indian broadcasting*. New Delhi: Publications Division, Ministry of Information and Broadcasting, Govt. of India.
- Natarajan, J. (1955). *History of Indian journalism*. Delhi: Publications Division, Ministry of Information and Broadcasting.

E-resources

- <http://osou.ac.in/eresources/Deveopment%20of%20Public%20Srvice%20Bradcasting%20in%20India.pdf>
- <https://unesdoc.unesco.org/ark:/48223/pf0000141584>

Teaching Learning Process

- Blended, interactive classroom teaching
- Illustrations with vase studies
- Multi-media students presentations
- Self-study
- Written assignment

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



REGISTRAR

UNIVERSITY OF DELHI

CNC-II/093/1(25)/2023-24/65

Dated: 29.05.2023

NOTIFICATION

Sub: Amendment to Ordinance V

[E.C Resolution No. 60/ (60-1-9) dated 03.02.2023]

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-III 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.

Bachelor of Business Administration (Financial Investment Analysis) [BBA (FIA)]
(FASSH)

DSC 7: 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		
DSC 7: CORPORATE FINANCE	4	3	1	NIL	Class XII	NIL

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 its applications for business decision making.
- It aims to give and develop in the students the viewpoint of the CFO of a firm, though it will also be useful in developing relevant skills for various strategic finance roles in the modern business entities.

Learning Outcome:

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

- Understand the basic concepts of financial management.
- Understand how to coordinate various decisions to maximize wealth of an organisation in today's financial environment.
- Equipped to arrive at strategic corporate finance decisions with the required accuracy which will be aided by using various excel functions.

Course Contents:

Unit 1 (8 Hours)

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization. Functions of Finance – Finance Decision, Investment Decision, Dividend Decision; Risk-Return Trade-off in Finance Functions. Organisation of finance function; Concept of Time Value of Money – present value, future value, annuity, growing annuity, perpetuity, growing perpetuity, excel functions of time value of money.

Unit 2 (16 Hours)

Strategic Investment Decisions: Capital Budgeting– Nature and meaning of capital budgeting; Principles and Process; Estimation of relevant cashflows and terminal value; Evaluation techniques– Payback period, Accounting Rate of Return, Payback Period, Net Present Value, Internal Rate of Return & MIRR, NPVs.IRR, Net Terminal Value, Profitability Index Method, Risk analysis in Capital Budgeting-Sensitivity and Scenario analysis, Certainty Equivalent Approach, RADR, Real options, excel functions of capital budgeting techniques. **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); Adjusting cost of capital for risk.

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, HAMADA model; Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress, Trade off models, Pecking Order Theory.

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, Signaling Theory, Forms of dividend–Cash dividend, Bonus shares, Stock split, Dividend policies in practice, Patterns observed in payout policies worldwide.

Unit 4 (9 Hours)

Working Capital Management

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: (Latest editions of the following to be used)

1. Berk, J., & DeMarzo, P. (5th ed.). *Corporate Finance*, Pearson - Prentice Hall.
2. Horne, J. C. V., & Wachowicz, J. M., Jr. (13th ed.). *Fundamentals of Financial Management*. 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 Problem and Cases*, Tata Mc Graw 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.

Teaching – Learning Process

The teaching-learning process for this paper would include classroom lectures and tutorials; Case study discussions; class presentations; Workshops.

Examination scheme and mode:

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

Key Words

Finance, Capital Budgeting, Wealth Maximization, Cost of Capital, Dividends, Leverage.

DSC 8: FINANCIAL MARKETS & 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		
DSC 8: FINANCIAL MARKETS & INSTITUTIONS	4	3	1	NIL	Class XII	NIL

Course Objectives:

- The objective of this paper is to introduce students to role and functioning of financial markets, financial products that are traded in such financial markets and institutions associated with financial markets.
- It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. This will enable them to take the rational decision in financial environment.

Learning Outcomes:

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

- Financial architecture of an economy and its key players.
- The fabrication of Indian Financial markets.
- Working of Capital market, debt market, money market in India
- Functioning of different players in financial market including Regulators.

Course Contents:

Unit1: 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 a demat 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 Readings

1. Bhole, L. M., & Mahakud, J. (2018). *Financial Institutions and Markets: Structure, Growth and Innovations* (6th Edition). McGraw Hill Education.
2. Saunders, A., & Cornett, M. M. (2007). *Financial Markets and Institutions* (3rd ed.). Tata McGraw Hill.
3. Pathak, B. V. (2008). *Indian Financial System: Markets, Institutions and Services* (2nd ed.). Pearson Education.
4. Khan, M. Y. (n.d.). *Financial Services*. McGraw Hill Education.

Additional Readings:

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, F. (2005). *Capital Markets: Institutions and Markets* (3rd ed.). Prentice Hall of India.

Teaching Learning Process: Lecture, discussion, Power Point presentations, Course Contents: may be discussed in light of latest SEBI regulations and RBI guidelines.

Examination scheme and mode:

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

Key Words: Indian Financial System, Financial Markets, Financial Institutions, Capital Market, Money Market, Debt Markets.

DSC 9: CORPORATE LAW

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC 9: CORPORATE LAW	4	3	1	NIL	Class XII	NIL

Course Objective(s):

In view of increasing emphasis on adherence to norms of good corporate governance, Company Law assumes an added importance in the corporate legislative it deals with structure, management, administration and conduct of affairs of Companies and to understand the applications of company laws to practical commercial situations.

Learning Outcomes:

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

- Identify the different types of contracts and their characteristics.
- Analyze special contracts such as contract of indemnity and guarantee, bailment and pledge, and agency.
- Acquire theoretical and practical perspective on many aspects of Indian companies Act.
- Understand the concept of formation, functioning, meetings, directors and winding off of company.
- Develop critical thinking through the use of company law cases.
- Understand consequences of applicability of contract and Insolvency and bankruptcy laws in business situations.

Course Contents:

Unit 1

(16 Hours)

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit 2

(12 Hours)

The Companies Act 2013: Meaning and Nature of Company with Emphasis on its Advantages and Disadvantages over other forms of Business organizations, Comparison between Company

and Partnership and Company and Limited Liability Partnership, Kinds of Companies—Public, Private, Holding, Subsidiary, Limited and Unlimited Companies, Share-holding and Guarantee Companies, Small company, One person company, Government company and foreign company.

Unit 3

(12 Hours)

Incorporation and Documents of Company; Incorporation of Company, Procedure of registration, Certificate of Incorporation, Promoters and their position, Powers, Duties and Liabilities; Memorandum of Association (MOA), Articles of Association (AOA), Alteration of MOA and AOA; Prospectus and its Kinds, Directors: Duties of Directors and their Criminal and Civil liabilities.

Company meetings: Kinds of Meetings, Essential Conditions of a Valid Meeting, Procedure for Calling Company Meeting; Adjudicatory Bodies: National Company Law Tribunal; National Company Law Appellate Tribunal – Constitution, Powers, Jurisdiction, Procedure; Winding up of Companies.

Unit 4

(5 Hours)

Insolvency and Bankruptcy Code 2016: Introduction of Insolvency and Bankruptcy Code 2016 (IBC), purpose behind enactment of IBC, regulatory mechanism, Insolvency Process, Adjudicating authority, Committee of creditors, Reorganization, Liquidation.

Essential Readings:

1. Singh, A. (n.d.). *Principles of Mercantile Law*. Eastern Book Company.
2. Kapoor, G. (n.d.). *Business Law*. New Age International Pvt. Ltd Publishers.
3. Maheshwari, M., & Maheshwari, S. (n.d.). *Principles of Mercantile Law*. National Publishing Trust.
4. Aggarwal, R. (n.d.). *Mercantile & Commercial Law*. Taxmann.

Teaching – Learning Process: Lecture, Discussion, Presentations, Course contents shall be discussed in the light of relevant case laws.

Examination scheme and mode:

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

Key Words: Indian Contract Act, Companies Act, Insolvency and Bankruptcycode.

DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

DSE 1: 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		
DSE 1: PROJECT APPRAISAL AND FINANCING	4	3	1	NIL	Class XII	NIL

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.

Teaching Learning Process:

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

Examination scheme and mode:

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

Key Words

Project Appraisal, Market and Demand Analysis, Technical Appraisal, Financial and Investment Appraisal, Risk Analysis, Socio-Economic Appraisal, Project Financing.

DSE 2: 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				
DSE 2: DIGITAL FINANCE	4	3	1	NIL	Class XII	NIL

Course Objective(s): The goal of the course is 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 (4 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- 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 (9 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 (16 Hours)

Introduction: Crypto an asset for trade and Crypto-currency, Problems with issuerscredibility, 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 (16 Hours)

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.

Teaching – Learning Process:

Lecture, discussion, Power Point presentations, Case Studies, Workshop, Tutorials.

Examination scheme and mode:

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

Key Words

Crowdfunding, Bitcoin, Blockchain Technology, Fintech, Digital Security, Cryptocurrency.

DSE 3: 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				
DSE 3: INSURANCE MANAGEMENT	4	3	1	NIL	Class XII	NIL

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].

Teaching Learning Process:

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

Examination scheme and mode:

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

Key Words

Risk Management, Principles of Insurance, Insurance Contract, Underwriting, Reinsurance, Rate Making and Coinsurance.

DSE 4: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				
DSE 4: INTERNATIONAL FINANCIAL ARCHITECTURE	4	3	1	NIL	Class XII	NIL

Course Objective: This paper will 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.

Teaching Learning Process:

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

Examination scheme and mode:

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

Key Words

International Trade, Trade blocks, Foreign investments, ECBs, Bilateral financing, Multilateral Institutions.

GENERIC ELECTIVE (GE) COURSES

GE1: FUNDAMENTALS OF FINANCIAL MANAGEMENT

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE1: Fundamentals of Financial Management	4	3	1	NIL	Class XII	NIL

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**(16 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**(8 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.

Teaching – Learning Process:

The teaching-learning process for this paper would include classroom lectures and tutorials; Case study discussions; class presentations; Workshops.

Examination scheme and mode:

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

Key Words

Finance, Capital Budgeting, Wealth Maximisation, Cost of Capital, Dividends, Leverage, Working Capital Management.

GE 3: FUNDAMENTALS OF STOCK TRADING

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE 3: FUNDAMENTALS OF STOCK TRADING	4	3	1	NIL	Class XII	NIL

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

Teaching Learning Process:

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

Examination scheme and mode:

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

Key Words

Investments, Indian Securities Market, Initial Public Offer (IPO), Online Security Trading, and Investing in Mutual Funds.

GE5: ESSENTIALS OF FINANCIAL INVESTMENTS

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE5: ESSENTIALS OF FINANCIAL INVESTMENTS	4	3	1	NIL	Class XII	NIL

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.

Teaching Learning Process:

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

Examination scheme and mode:

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

Key Words: Financial Investment, Risk and Return, Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis, Portfolio Analysis, Valuation of Securities.

GE7: EMERGING BANKING AND FINANCIAL SERVICES

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE7: EMERGING BANKING AND FINANCIAL SERVICES	4	3	1	NIL	Class XII	NIL

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 this 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 NPA 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 neo banks, Functions of neo banks, Operating Model of neo banks, Regulatory requirements for setting up and running neo banks, Emerging need for neo banks, neo banks vs traditional banks. Merger & Acquisition: Introduction, Benefits of mergers, Synergies accruing out of mergers.

to firm 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 & leaseback, 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 part 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

Teaching Learning Process:

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

Examination scheme and mode:

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

Key Words

Banking, Merger and Acquisition, Neobanks, NPA, Leasing, Hire Purchase, Credit Ratings, Securitization, Venture Capital.

GE9: ECONOMIC LEGISLATION

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE9: ECONOMIC LEGISLATION	4	3	1	NIL	Class XII	NIL

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 this 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. Kuchhal M. & Kuchhal V. (2018). *Mercantile Law*. Vikas Publishing House (P) Ltd.
4. Kapoor N. D. (2018). *Elements of Mercantile Law*. Sultan Chand Publications

Teaching – Learning Process:

Lecture, Discussion, Power Point Presentations. Course contents shall be discussed in the light of relevant case laws.

Examination scheme and mode:

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

Key Words

CCI, Prevention of Money Laundering, Insolvency and Bankruptcy Code, FEMA, Fugitive Economic Offenders Act.

SEMESTER-III

BACHELOR OF MANAGEMENT STUDIES

DEPARTMENT OF FINANCE AND BUSINESS ECONOMICS,
Faculty of Applied Social Sciences and Humanities
Category I

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			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Introduction to Business Analytics (DSC 7)	4	3	0	1	Class XII	Basics of Statistics

Learning Objectives

- 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

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

- Understand fundamental concepts in machine learning
- Build basic models in statistical software
- 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 (14 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

(9 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

(9 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

(13 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 (30 hours)

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			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Macroeconomics (DSC 8)	4	3	1	0	Class XII	Basic Microeconomics

Learning Objectives

- 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

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

- 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

(6 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

(18 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 (9 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 (12 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.

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)(6th Edition) Jaico 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– 9 (DSC-9): 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 9)	4	3	1	0	Class XII	None

Learning Objectives

- 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

On successful completion of the course the learner will be able 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 (12 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 (12 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 (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. (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.

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/Practic e		
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)

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

Suggested Readings (latest edition of readings to be used)

1. Cullen, P., & Newman, A. (2014). *Retailing: Environment & operations*. Cengage Learning

EMEA.

2. Bajaj, K., Tuli, G., & Srivastava, R. K. (2017). *Retail management*. Oxford University Press.
3. Singh, H. (2017). *Retail management*. S. Chand Publishing.

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

DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-2)

DSE 2: MARKETING OF SERVICES

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Introduction to Services Marketing

(9 hours)

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

Unit 2: Relevance of Services**(12 hours)**

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

Unit 3: Differentiating Services**(12 hours)**

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

Unit 4: Quality and Strategies**(12 hours)**

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

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

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

Suggested Readings (latest editions of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-3)

DSE 3: E COMMERCE

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 3

Unit 1: Introduction to E-Commerce: Business Models and Concepts (12 Hours) E-Commerce: Meaning and Concept of e-Commerce, Brief history; Transition of e-Commerce in India; Advantages and Disadvantages of e-Commerce; IT act, 2000. E-Commerce models: B2B, B2C, C2C, C2B, G2C; Traditional vs e-retailing, Models of e-retailing; e-Services: Categories of e-services, Web-enabled services, matchmaking services.

Unit 2: Enabling Technologies for E-Commerce (9 Hours)
Technology in e-Commerce, the internet today and future, Networks and internets: communication switching, Internet protocol suite, IPv6, Search engines, software agents, Internet service provider, ISP policy in India, e-payment systems. Information selling on the web, E-

entertainment

Unit 3: Basic Techniques for E-Commerce

(12 hours)

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

Unit 4: E-Marketing

(12 Hours)

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

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

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

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

DISCIPLINE SPECIFIC ELECTIVE – 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/Practic e		
Industrial Relations (DSE 1)	4	3	1	0	Class XII	None

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 1

Unit 1: Industrial Relations

(12 hours)

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

Unit 2: Industrial Disputes

(9 hours)

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

Unit 3: Labour Turnover

(12 hours)

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

absenteeism, Measures to control absenteeism.

Unit 4: Collective Bargaining

(12 hours)

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

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

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

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

DISCIPLINE SPECIFIC ELECTIVE – 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 to time

DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-2)

DSE 2: INSURANCE

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Insurance (DSE 2)	4	3	1	0	Class XII	None

Learning Objectives

- To equip the learners with the basic characteristics of insurance, different kinds of insurance, and benefits and costs of insurance to society.
- To acquaint the learners with the core concepts of risk management and its objectives.
- To get deep insight into the regulatory environment of IRDA
- To examining the regulatory environment for insurance

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Insurance and Risk

(9 hours)

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

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

Unit 2: Insurance Principles & Risk Management

(12 hours)

Risk Management – Meaning of Risk Management, Objectives of Risk Management, Steps in the

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

Unit 3: Insurance Company Operations

(12 hours)

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

Unit 4: Important Aspects of Insurance Business Management

(12 hours)

Reinsurance – Definitions, Reasons for Reinsurance, Types of Reinsurance – Facultative & Treaty Reinsurance, Methods of Sharing Losses (Numerical Qs). Alternatives to Traditional Reinsurance – Securitization of Risk and Catastrophe Bonds. Insurance and Investments – Life Insurance Investments, Property and Casualty Insurance Investments. Rate Making – Concept, Objectives, Rate Making Methods (Numerical Qs) – Judgement, Class and Merit Rating Method. Coinsurance – Nature, Purpose and Problems. Other Important Provisions – Pro Rata liability, Contribution by Equal Shares, and Primary and Excess Insurance.

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

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

Suggested Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-3)

DSE 3: FINANCIAL PLANNING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 3

Unit 1: Basics of Personal Finance and Tax Planning

(12 hours)

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

Unit 2: Managing Insurance Need

(12 hours)

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an

Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

Unit 3: Managing Investments

(12 hours)

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

Unit 4: Investing in Real Estate and Retirement Planning.

(9 hours)

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

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

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

Suggested Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 1)

GLOBAL MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 1

Unit 1: Introduction

(9 Hours)

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

Unit 2: International Variables

(12 Hours)

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Gender biases, Festivals, Buying

Behaviour; PESTEL; Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

Unit 3; International Expansion

(12 Hours)

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

Unit 4: International Business

(12 Hours)

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

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

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

Suggestive Readings (latest editions of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 2)

GEOPOLITICS AND INTERNATIONAL TRADE

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 2

Unit 1: Introducing Geopolitics

(9 Hours)

Introduction to roots and theories, Geopolitical theories of land (Mackinder), sea (Mahan), air (deSeversky) and their contemporary applications, Geopolitical Agency-The concept of Geopolitics codes, Territorial Geopolitics –Shaky Foundations of the World Political Map, Global Geopolitical structure-Framing Agency, International Political Economy-Economics Geography and

Globalisation. Network Geopolitics-Social Movements and Armed conflicts, Link between Geopolitics, economics and investments, Measuring Geopolitical risk.

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

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

Unit 3: India & South Asia (12 Hours)

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

Unit 4: Geopolitics of trade routes (12 Hours)

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

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

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

Suggestive Readings (latest edition of readings to be used)

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

5. Kumar, R. (2019b). India–china: Changing Bilateral Trade and its effect on economic growth. *The Singapore Economic Review*, 67(02), 567–586.
doi:10.1142/s021759081950005x
6. Frandi, Nico. (2019). Paper prepared for the IstitutoAffariInternazionali (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:

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

SYLLABUS FOR DSE 3

Unit 1: Introduction to International Trade

(9 Hours)

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

Unit 2: India's Foreign Trade

(12 Hours)

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

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

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

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

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

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

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

Suggestive Readings (latest editions of readings to be used)

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

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
		Lecture	Tutorial	Practical / Practice		
Management Wisdom from India (GE 1)	4	3	1	0	Class XII	Concepts of management

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 (lokasagraham), 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. PauranicJagruti and Tourism Management. Management principles from the Guru Granth Sahib. Management learning and Organisational Policies from the Thirukural. Government administration from Kautilya'sArthasastra. 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>)
2. Swami Chinmayananda, (2000). *Holy Geeta*. (1st edition). Chinmaya Prakashan.
3. Bhattathiri, M.P. (2004). Retrieved from <http://vaikhari.org/downloads/Bhagavad%20Gita%20and%20Management.pdf>
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: 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/ Practic e		
Fundamentals of Organisational Behaviour (GE 2)	4	3	1	0	Class XII	None

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. Mcshane, 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
		Lecture	Tutorial	Practical/ Practice		
Finance for Non-Finance Executives (GE 3)	4	3	1	0	Class XII	None

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.

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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
		Lecture	Tutorial	Practical/ Practice		
Wealth Management (GE 4)	4	3	1	0	Class XII	None

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
		Lecture	Tutorial	Practical/ Practice		
Fundamentals of Marketing Management (GE 5)	4	3	1	0	Class XII	None

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 analyse 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 labelling.
- Learners will be able to analyse 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., & UlHaq, 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
		Lecture	Tutorial	Practical/ Practice		
Dynamics of Start Ups (GE 6)	4	3	1	0	Class XII	None

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 -III
B.A (Hons) BUSINESS ECONOMICS
Category I

(B.A. Honours in Business Economics in three years)

DISCIPLINE SPECIFIC CORE COURSE – 7 (DSC-7): MICROECONOMICS-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		
Microeconomics-II (DSC 7)	4	3	1	0	Class 12	None

Learning Objectives

This course aims to provide to the student an understanding of:

- the concepts of a market structure and equilibrium in perfectly and imperfectly competitive market situations.
- the possible equilibria in factor markets
- equilibrium in all commodity and factor markets
- the concept of economic welfare and its properties.

Learning outcomes

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

- Identify different forms of market structure, their resource allocation and welfare implications.
- Express rational agent desires in a game theoretic framework.
- Analyse profit maximising strategies under different oligopoly models.
- Use a social welfare function to evaluate societal outcomes

SYLLABUS OF DSC-7

UNIT-I: Market Structure

(18 hours)

Perfect Competition: Firm equilibrium in the short and long run. Short run supply curve for the firm and the market, long run industry supply; constant, increasing and decreasing cost industry; producer and consumer surplus. Monopoly: Profit Maximisation, multi-plant firm, monopoly power and its measurement, social costs of monopoly, price discrimination. Monopolistic Competition: product differentiation; equilibrium of the firm in the industry-with entry of new firms and with price competition, Comparisons. Oligopoly and Game Theory: Cournot model and reaction curves, Stackelberg's model, Bertrand model, Quantity leadership, Price leadership, Non collusive stable equilibrium,

Simultaneous quantity setting, Collusion, Cartels, Concepts of Game Theory: Dominant strategies and Nash Equilibrium, Mixed strategies, Prisoner's Dilemma.

UNIT – II: Factor Market

(10 hours)

Factor pricing in the case of single and many variable factors, demand for labor in a product market with perfect competition and monopoly, monopsony, bilateral monopoly and role of labour unions. Economic rent and quasi rent.

UNIT – III: General Equilibrium

(9 hours)

Equilibrium and efficiency under pure exchange and production; Edgeworth box; Pareto optimality conditions; market trade; Walras' law; existence of equilibrium and efficiency; Implications of the first and second welfare theorem.

UNIT – IV: Welfare

(8 hours)

Social Welfare Function; welfare maximization, Fair allocation, Envy and equity, Arrow's Impossibility Theorem

Essential/recommended readings

1. Varian, H. R. (2020). Intermediate microeconomics: A modern approach. W. W. Norton.
2. Bernheim, B., Whinston, M. (2009). Microeconomics. Tata McGraw- Hill.
3. Snyder, C., Nicholson, W. (2010). Fundamentals of Microeconomics. Cengage Learning
4. Pindyck, Robert S. & Rubinfeld, Daniel L. (2017). Microeconomics. Pearson

Suggestive readings

1. Dr. Robert E. Hall and Dr. Marc Lieberman. (2009). Microeconomics - Principles and Applications. South Western Educational Publishing.
2. Bergstrom, T., Varian, H. (2014). Workouts in Intermediate Microeconomics. W. W. Norton.
3. Joseph E. Stiglitz and Carl E. Walsh. (2006). Principles of Microeconomics. W. W. Norton & Co.

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) MATHEMATICS 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		
Mathematics for Business Economics –II (DSC 8)	4	3	1	0	Class 12	None

Learning Objectives

This course aims to introduce to the student the understanding of

- real multivariate functions and their properties
- the optimisation conditions for real multivariate functions
- differential equations and their applications
- difference equations and applications

Learning outcomes

By studying this course, the students will able to:

- To be adept in the use of differential and integral calculus to examine the properties of functions used in economics and business
- To solve numerical problems of multivariable optimization and properties of the solutions.
- To model business and economic scenarios in mathematical terminology and to appreciate economic models by using formal mathematical methods.

SYLLABUS OF DSC-8

UNIT – I: Multivariable Functions (12 hours)

Geometric representations: graphs and level curves; differentiability: characterisations, properties with respect to various operations and applications; higher order derivatives: properties and applications; the implicit function theorem and application to comparative statics problems; homogeneous and homothetic functions: characterisations and applications

UNIT – II: Multivariable Optimization (15 hours)

Multivariate optimisation: Convex sets; geometric properties of functions: convex functions, their characterisations, properties and applications; further geometric properties of functions: quasiconvex functions, their characterisations, properties and applications; unconstrained optimisation: geometric characterisations, characterisations

using calculus and applications. Multivariate Optimization with constraints: Constrained optimisation with equality constraints: geometric characterisations, Lagrange characterisation using calculus and applications; properties of value function: envelope theorem and applications.

UNIT – III: Economic Dynamics -1

(9 hours)

First order differential equations, phase diagrams and stability.

UNIT – IV: Economic Dynamics -2

(9 hours)

First order difference equations, equilibrium and stability

Essential/recommended readings

1. Sydsaeter, K., Hammond, P. (2002). Mathematics for economic analysis. Pearson Educational.

Suggestive readings

1. Chiang, Alpha C., and Wainwright Kevin. Fundamental Methods of Mathematical Economics. Boston, Mass: McGraw-Hill/Irwin, 2005
2. Hoy, Michael, Livernois, John, McKenna, Chris, Rees, Ray and StengosThanasis (2011) Mathematics for Economics. Cambridge, Mass. : MIT 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 – 9 (DSC-9): 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		
Corporate Finance (DSC 9)	4	3	1	0	Class 12	None

Learning Objectives

This course aims to

- introduce the basic concepts of financial management and its objectives.
- provide an understanding of investment decisions and of working capital.
- introduce and discuss the issues in the cost of capital.
- examine the theories and analysis involved in financing decisions and dividend distribution.

Learning outcomes

By studying this course, students will be able to:

- To learn the role and objectives of financial management in business corporations.
- To acquire skills to analyse corporate behaviour during procurement and development of resources.
- To understand capital structure and discuss the factors that financial managers consider while determining a company's financing strategy
- To critically discuss the theories relating to dividends policies and cost of capital

SYLLABUS OF DSC-9

UNIT – I: Introduction

(6 hours)

Nature and Scope of Financial Management. Traditional and Modern Approach to the concept of financial management. Functions of finance – Finance Decision, Investment Decision, Dividend Decision. Objectives of Financial Management - Profit Maximisation and Wealth Maximisation. Concept of Time Value of Money.

UNIT – II: Investment Decision

(15 hours)

Capital Budgeting - Nature and meaning of capital budgeting; Types of decisions: - Accept-Reject, Replacement, Mutually Exclusive. Estimation of Relevant cash flows. Evaluation techniques - Accounting Rate of Return, Pay Back, Net Present Value, Internal Rate of Return, Profitability Index Method.

Concepts and Definition of working capital. Determining Financing Mix; Permanent and temporary working capital; Determinants of working capital; Computation of Working Capital.

UNIT – III: Cost of Capital

(9 hours)

Concept and Measurement of Cost of Capital: Measurement of specific costs - Cost of debt:- perpetual debt and Redeemable debt; Cost of Preference Share; Cost of Equity Capital – Dividend valuation model and CAPM; Cost of Retained Earnings. Computation of Overall Cost of Capital based on book value weights and market value weights.

UNIT – IV: Financing Decision

(15 hours)

Leverage Analysis - Operating, Financial, and Combined Leverage, Earning Before Interest and Tax (EBIT) – Earning Per Share (EPS) analysis, Indifference point. Capital structures theories - Net income approach; Net operating income approach; Modigliani-Miller (MM) approach. Factors affecting capital Structure.

Dividend Decision: Relevance and irrelevance of dividends. Residual theory of dividends; Modigliani and Miller hypothesis; Walter's model; Gordon's model. Factors affecting Dividend Policy.

Essential/recommended readings

1. Khan, M.Y., & Jain, P.K. Basic Financial Management. Tata McGraw Hill Education Private Limited.
2. Pandey, I.M. Financial Management. Vikas Publishing House Pvt. Ltd. New Delhi
3. Rustagi, R. P. Fundamentals of Financial Management, Taxmann publication(Pvt) Ltd, New Delhi.

Suggestive readings

1. Van Horne, J.C. Financial Management and Policy. Prentice Hall of India.
2. Levy, H. and Sarnat, M. Principles of Financial Management. Prentice Hall.
3. Brealey, Richard, A., & Myers, Stewart, C. Principles of Corporate Finance. Tata McGraw Hill Publishing Company Limited.
4. Chandra, Prasanna. Financial Management-Theory and Practice. Tata McGrawHill.

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 (DSE 1)	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:

- To Understand the Process of determination of taxable income
- To apply the deductions to taxable income as per the latest provisions of Income-tax Act, 1961
- To 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 to 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)

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DISCIPLINE SPECIFIC ELECTIVE COURSE 2 (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:

- To develop critical thinking, problem solving skills and entrepreneurial mind-set in students.
- To enhance the understanding of the entrepreneurial process from idea generation, to concept development and creation of the venture.
- To enable the understanding of the business models, legal aspects of enterprise and writing a business plan.
- To 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.

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

GENERIC ELECTIVES (GE-1): PRINCIPLES OF 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		
Principles of Economics (GEC 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:

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

SYLLABUS OF GEC-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.
4. Acemoglu, D., Laibson, D., List J.A. (2016), Economics, Pearson

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 (GEC 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:

- To understand the basic rules and provisions of Contract and Agreements.
- To know the provisions to Formation and functioning of company and LLP.
- To understand the significance and role of law of sale of goods act
- To have in- depth knowledge of Information Technology Act And legal framework of right to Privacy, Data Security and Data Protection.
- Apply the law correctly to different facts and in different contexts

SYLLABUS OF GEC-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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF 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 in Management (GEC 5)	4	3	1	0	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 GEC-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 (GEC 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 GEC-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.

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REGISTRAR