

# 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, NPVvs.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 – NetIncome 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 nacc count 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 his course, the students will be able to:

- Understand the Indian banking system and latest developments in this sector.
- Analyse the implications of non-performing assets in the banking sector on the economy.
- Evaluate the implications of mergers and acquisitions in the banking system and appreciate the need for the same.
- Understanding various financial services and using the same in personal banking and non-banking activities.

### Course Contents:

**Unit 1 (12 Hours)** An overview of the Indian Banking system; Major Banking Reforms in the last decade: Payment banks, Monetary Policy Committee, MCLR Based Lending, Innovative Remittance Services; Issues in financial reforms and restructuring; Future agenda of reforms: Assessing Non-Performing Assets in Indian Banking, Previous methodologies for recovery, Impact of Gross 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, Benefit of mergers, Synergies accruing out

to 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, Lessee's 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’sArthashastra-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/Practise		
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/Practise		
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/ Practice		
Industrial Relations (DSE 1)	4	3	1	0	Class XII	None

#### Learning Objectives

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

#### Learning Outcomes

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

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

#### SYLLABUS OF DSE 1

##### Unit 1: Industrial Relations

**(12 hours)**

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

##### Unit 2: Industrial Disputes

**(9 hours)**

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

##### Unit 3: Labour Turnover

**(12 hours)**

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

absenteeism, Measures to control absenteeism.

**Unit 4: Collective Bargaining**

**(12 hours)**

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

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

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

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

**DISCIPLINE SPECIFIC ELECTIVE – 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/Practic		
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/Practise		
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/ Practice		
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.

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

### GENERIC ELECTIVES (GE-4): WEALTH MANAGEMENT

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		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., & Ul-Haq, E. (2019). *Principles of marketing: A South Asian perspective*. Pearson.
- Kotler, P., & Keller, K. L. (2015). *Marketing management (15th ed.)*. Pearson.

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

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

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

**GENERIC ELECTIVES (GE-6): DYNAMICS OF START UPS**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		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

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## 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](http://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 (12<sup>th</sup> Ed.). Pearson.
2. Dornbusch, R., Fischer, S. and Startz. R. Macroeconomics (11<sup>th</sup> Edition). McGraw-Hill.
3. Mankiw, N.G. (2021). Principles of Economics, (9<sup>th</sup> 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. Hisrich, R.D. and Peters, M. Entrepreneurship. Irwin Publications.
2. Barringer, B.R. and Ireland, R. Duane. Entrepreneurship: Successfully launching new ventures. (6th Edition) Pearson
3. Kuratko, D.F., and Rao, T.V., Entrepreneurship: A South-Asian Perspective. Cengage Publications.
4. Shankar, R., Entrepreneurship: Theory and Practice. Tata McGraw Hill.
5. Kathleen, R Allen. Launching New Ventures: An Entrepreneurial Approach. Cengage Learning.
6. Fisher, Steve and Duane, Ja-Nae. The Startup Equation - A Visual Guidebook for Building Your Startup. Mc Graw Hill Education India Pvt. Ltd.

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



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