CNC-II/093/1/EC-1273/25/

Dated: 13.05.2025

NOTIFICATION

<u>Sub:</u> Amendment to Ordinance V

(ECR 38-27 dated 17.01.2025)

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

Add the following:

The following Syllabi under Faculty of Applied Social Science and Humanities based on Undergraduate Curriculum Framework 2022, are notified herewith for the information of all concerned:

(1) B.A.(Hons.) Business Economics - Semester 7 **(Annexure-1)**
(2) BMS - Semesters 7 and 8 **(Annexure-2)**
(3) BBA(FIA) - Semesters 7 and 8 **(Annexure-3)**
(4) BMMMC - Semesters 7 and 8 **(Annexure-4)**
(5) B.Voc Web Designing - Semesters 7 and 8 **(Annexure-5)**

REGISTRAR

Based on Undergraduate Curriculum   Framework 2022

UNIVERSITY OF DELHI

UNDERGRADUATE PROGRAMMESOF STUDY

STRUCTURE, COURSES&SYLLABI OF SEMESTER -VII

B.A. (Hons) BUSINESS ECONOMICS

Courses Offered Bythe Department Of Finance And Business Economics,
Faculty Of Applied Social Sciences And Humanities

Category I

Business Economics Course for Undergraduate Programme of study with Business Economics as a Single Core Discipline
(B.A. Honours in Business Economics)

DISCIPLINE SPECIFIC CORE COURSES

Code	Semester	Course Name	Credits	Instruction	Page
DSC – 19	VII	Data Science	4	2L + 2P	

DISCIPLINE SPECIFIC ELECTIVE COURSES

Code	Semester	Course Name	Credits	Instruction	Page
DSE - 1	Odd	Income Tax Law and Practice (already passed)	4	3L+1T	
DSE - 3	Odd	Entrepreneurship (already passed)	4	3L+1T	
DSE - 5	Odd	Investment and Portfolio Optimization (already passed)	4	3L+1T	
DSE - 7	Odd	Monetary Economics (already passed)	4	3L+1T	
DSE - 9	Odd	International Economics (already passed)	4	3L+1T	
DSE - 11	Odd	Understanding Consumers (already passed)	4	3L+1T	
DSE - 12	Odd	Research Methodology (already passed)	4	3L + 1P	
DSE - 13	Odd	Behavioural Finance	4	3L+1T	
DSE – 15	Odd	Development Economics	4	3L+1T	
DSE – 17	Odd	Brand Management	4	3L+1T	
DSE – 19	Odd	Business Valuation	4	3L+1T	
DSE - 21	Odd	Applied Econometrics	4	3L+1P	

GENERIC ELECTIVE COURSES

Code	Semester	Course Name	Credits	Instruction	Page

GE-1	Odd	Principles of Microeconomics (already passed)	4	3L+1T	
GE-3	Odd	Legal Environment of Business (already passed)	4	3L+1T	
GE-5	Odd	Quantitative Techniques in Management (already passed)	4	3L+1T	
GE-7	Odd	Economics of Startups (already passed)	4	3L+1T	
GE-9	Odd	International Economics (already passed)	4	3L+1T	
GE-11	Odd	Economic Policy Framework (already passed)	4	3L+1T	

DISCIPLINE SPECIFIC CORE COURSE – 10 (DSC-19): DATA SCIENCE

CREDIT 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		
Data Science (DSC 19)	4	2	0	2	Class 12	Maths at Class XII level

Learning Objectives

The course aims to:
- Understand the purpose of Data Science is **to find patterns within data**.

- Use various statistical and mathematical techniques to analyse and draw insights from data.

- Explore Special tools and techniques to analyse the data. Realise that data in real life is usually noisy and messy, therefore special tools and techniques are needed to draw meaningful insights from it.

Learning outcomes

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

· Understand the methods and techniques commonly used in data science.

· Retrieve, organize and explore data

· Demonstrate the ability to clean and prepare data for analysis

· Use the techniques of data analysis, inferential statistics, machine learning, and statistical computing in an integrated capacity.

SYLLABUS OF DSC-19

UNIT–I: Introduction to Data Science   [5hours]

Definition of Data, Big Data and Data Science. The current landscape of perspectives - Skill sets needed, Work profile of Data Scientists, Data ethics, valuing different aspects of privacy (eg.GDPR); Data science process overview (Defining Goals – Data acquisition-retrieval-preparation-exploratory analysis-modelling-visualisation); Big Data – problems in handling large data, distributed data storage and processing, Supervised and Unsupervised learning Models, Supervised Learning Models: Classification and regression, bias – variance trade-off.

Basics of Python for Machine Learning.

Unit 2:Data Processing   [10hours]

Data pre-processing: (Data Wrangling) Data cleaning - data integration - Data Reduction, Data Transformation and Data Discretization. (Univariate analysis, Handling Missing values, and outliers, imputation of missing values, encoding of nominal and ordinal variables, scaling/standardization of variables).

Exploratory Data Analysis - Basic tools (plots, graphs and summary statistics)

Feature Selection methods – Filter methods (correlation, ANOVA, chi-square, variance threshold, Phi-k correlation), Wrapper methods, Decision Trees; Random Forests.

Unit 3:Clustering and introduction to Data Visualisation   [5hours]

Clustering: Choosing distance metrics - Different clustering approaches - hierarchical clustering, K-means, DBSCAN, Relative merits of each method. Data Visualization: Basic principles, ideas and tools for data visualization. (Bars, box plots, heat maps, histograms, normal plots)

Unit 4:Machine Learning   [10hours]

Familiarisation with machine learning process (training-testing-validation), Basic Machine,Data Imbalance, Data diversity, Machine Learning Pipeline
Learning Supervised learning algorithms: Linear Regression- Regression diagnostics, checking assumptions of Linear Regression, root mean square error, R2 and adjusted R2
Logistic Regression – Understanding concept and application, Data Imbalance, Evaluation metrics-Classification matrix, Sensitivity, Specificity, ROC curves. Decision trees.

Practical Component (30 practical sessions; total 60 Hours): Practical to be based on Python Programming Language. The student is expected to conduct an end-to-end modelling journey which has Exploratory Data Analysis (EDA), feature engineering, Model development, turning and interpretation of the results. An econometrics-based project to be taken up to constitute the end-term practical examination.

Essential/recommended readings

1. O'Neil Cathy and Schutt Rachel (2014). Doing Data Science, Straight Talk from The Frontline, O'Reilly.

2. McKinney,Wes. (2012). Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, O'Reilly Media.

3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Jonathan Taylor (2023). An Introduction to Statistical Learning: With Applications in Python,Springer Cham.

Suggested readings

1. Harrison,Matt, (2016), Learning the Pandas Library: Python Tools for Data Munging, Analysis, and Visualization, O'Reilly.

2. Grus Joel (2015), Data Science from Scratch: First Principles with Python, O'Reilly Media.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

The course aims at
- Introducing basic definitions in Income Tax Act, 1961.
- Computing taxable income under the heads Salaries and House Property
- Calculate Profits and Gains of Business or Profession, Capital Gains and Income from other sources
- Understand deductions from gross taxable income and filling of returns.

Learning outcomes

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

· Understand the Process of determination of taxable income

· Explore the fire pillars of Income Tax

· Apply the deductions to taxable income as per the latest provisions of Income-tax Act, 1961

· Acquire the skill of Filling Basic Returns of Income Tax

SYLLABUS OF DSE-1

Unit 1: Introductory Concepts   (3 hours)

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

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

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

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

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

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

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

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

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

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

Essential/recommended readings

1.	Ahuja, G. and Gupta, R. Simplified Approach to Income Tax. Flair Publications (P) Ltd.

2.	Singhania, V.K. and Singhania, M. Students Guide to Income Tax. Taxmann Publications (P) Ltd.

Software which will be used for teaching are

1.	'Excel Utility' available at incometaxindiaefiling.gov.in

2.	Vinod Kumar Singhania, e-filing of Income Tax Returns and Computation of Tax Taxmann Publication (P) Ltd, New Delhi. (Latest version)

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

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

Learning outcomes

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

· Develop critical thinking, problem solving skills and entrepreneurial mind-set in students.

· Enhance the understanding of the entrepreneurial process from idea generation, to concept development and creation of the venture.

· Enable the understanding of the business models, legal aspects of enterprise and writing a business plan.

· Apprise students with ways to finance and scale up the business.

SYLLABUS OF DSE-3

Unit 1: Introduction to Entrepreneurship (9 hours)

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

Unit 2: Launching Entrepreneurial Venture (12 hours)

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

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

Unit 3: Legal and Financial Aspects (12 hours)

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

Unit 4: Sustaining and Scaling Up (12 hours)

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

Essential/recommended readings

1. Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow Your New Business

2. Hisrich, R. D. International entrepreneurship: starting, developing, and managing a global venture. Sage Publications.

3. Sharma, S., Starik, M., &Wuebker, R. Sustainability, innovation and entrepreneurship: introduction to the volume.

Additional References:

1. Blank, S., Andreessen, M., Hoffman, R., &Sahlman, W. A. (2018). HBR's 10 Must Reads on Entrepreneurship and Startups (featuring Bonus Article "Why the Lean Startup Changes Everything" by Steve Blank). Harvard Business Press.

2. Drucker, P. (2014). Innovation and entrepreneurship. Routledge.

3. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.

4. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Investment and Portfolio Optimization (DSE 5)	4	3	1	0	Class 12	None

Learning Objectives

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

Learning outcomes

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

· Understand the theoretical and practical background of investments valuation

· Compute the value of equity and debt instruments

· Analyse and manage the bond as well as equity portfolios in the real world.

· Evaluate the performance of the portfolio the portfolio performances

SYLLABUS OF DSE5

Unit 1: Basics of Investment   (6 hours)

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

Unit 2: Analysis of Equity   (12hours)

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

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

Unit 3: Analysis of Bonds   (12hours)

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

Unit 4: Portfolio Construction, Management and Evaluation   (15hours)

Modern Portfolio theory: Diversification & portfolio risk, Harry Markowitz model, measurement of portfolio risk and return, measurement of co-movements in security returns, calculation of portfolio risk, efficient frontier and optimal risky portfolio. Riskless lending & borrowing and capital market line.
Capital Asset Pricing Model: Development of the CAPM, assumptions, beta and security market line. Sharpe's Single Index Model. Portfolio performance evaluation- Sharpe's index, Treynor's Index, Jensen's alpha, and Information ratio.
Note: Some case studies related to above topics are required to be discussed.

Essential/recommended readings

1.   Bodie, Zvi., Kane Alex and Alan J. Marcus. Investments. McGraw Hill.

2.   Chandra, P. Security Analysis and Portfolio Management. Tata McGraw Hill.

3.   Francis. J.C. & Taylor, R.W. Theory and Problems of Investments. Schaum's Outline Series. TMH. New Delhi,

4.   Fischer, Donald E. and Ronald J. Jordan. Security Analysis and Portfolio Management. PHI Learning.

5.   Pandian, Punithavathy. Security Analysis and Portfolio Management. 2nd Edition. Vikas Publishing House. New Delhi

6.   Reilly, Frank K, and Brown, Keith C. Investment Analysis and Portfolio Management. Cengage Learning.

7.   Rustagi, R.P. Investment Management. Sultan Chand & Sons.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

The aim of the Course are:

This course provides the student the knowledge of:
- Understand forms of money and its measures and associated theories
- Explore money and capital markets, Financial products, institutions and crises
- Evaluate Interest rates, their determination and associated theories
- Discuss the Structure and role of the banking system and its reforms
- Describe Monetary theory, monetary policy, its goals and current practice in India

Learning outcomes

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

·   Develop a critical understanding of functioning of financial institutions, markets and instruments and how growth of the real economy is interspersed with financial innovation and crisis.

·   Understand the role of Banks and Capital markets.

·   Develop an understanding of theory of monetary policy and how it is conducted in India by Reserve Bank of India.

·   Demonstrate basic understanding of few current issues including demonetization, cryptocurrency and problems faced by the banking sector in their appropriate contexts.

SYLLABUS OF DSE7

Unit 1: (8 hours)

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

Unit 2: (15 hours)
Financial Institutions, Markets. Instruments and Financial innovation.

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

Unit 3: (8 hours)

Interest rates Determination, Sources of interest rate differentials, Theories of Term Structure of Interest rates, Interest rates in India.

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

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

Essential/recommended readings

1. Fabozzi F Jet al(2009): Foundations of Financial Markets and Institutions, Pearson

2. MishkinFS , Eakins S G,Jayakumar T , Pattnaik R K (2017): Financial Markets and Institutions, Pearson.

3. Dua, P(2020), "Monetary Policy Framework in India", Indian Economic Review, Vol. 55, Issue 1, June 2020

4. Jadhav,Narender: Monetary Policy,Financial stability and Central Banking in India Macmillan,NewDelhi,India

5. Kaul,Vivek(2020) Bad money: inside the NPA Mess and how does it threaten the Indian Banking System, Harper Collin Publisher India

6. Ghate, C., &Kletzer, K. M. (Eds.). (2016). Monetary policy in India: A modern macroeconomic perspective. Springer

7. Chibber, Ajay, Salman, Soz, Anees(2021) India's Financial Sector: A Whodunnit

8. EDs in Unshackling India. Haper Collins Publishers India.

9. Report of the Working Group: Money Supply Analytics and Methodology of Compilation, 1998 Annual Report; Master Circular - Prudential Norms on Capital Adequacy - Basel I Framework – 2011; RBI Bulletin; Report of Currency and Finance (latest).

10. Various publications of RBI and other agencies / institutions

11. Raghuram_Rajan_Committee_on_Financial_Sector_Reforms

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

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Economics (DSE 9)	4	3	1	0	Class 12	None

Learning Objectives

The course aims to:
- Explain the historical view of International trade and production and consumption gains from trade
- Analyse the working of H-O theory and new trade theory
- Understand the international trade policies and its impact on trade
- Understand the functioning of WTO and its implications for India.

Learning outcomes

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

- Compare basic theories of International Trade and the terms used therein.

- Analyse trade policies and instruments used to control International Trade.

- Discuss the role of WTO and its impact on international Trade.

- Describe various concepts related to Regionalism and Integration and their importance.

SYLLABUS OF DSE-9

Unit 1: International Trade Theories (12 hours)

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

Unit 2: Modern Theories of Trade (12 hours)

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

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

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

Unit 4: WTO and Trade   **(9 hours)**

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

Essential/recommended readings

1.   Salvatore, D. (Edition 2008) , International Economics, Pearson Education : New Delhi

2.   Krugman Paul R. & Obstfeld M. (2013) : International Economics:- Theory and Policy (IXth Edition), Pearson Education , New Delhi.

3.   Cherunilam Francis :International Economics (Vth Edition), McGraw Hill Education (India) Pvt Ltd.- Latest edition

4.   WTO and its implications on Indian Agriculture, National Institute of Agricultural Extension Management (MANAGE), Hyderabad.

Additional References:

1.   Appleyard   Dennis R.; Cobb Steven; Field Alfred J. (2010). International Economics (Vth Edition), McGraw Hill Education (India) Pvt Ltd.

2.   Thompson, Henry(2010): International Economics – Global markets and competition 2nd Edition Singapore; Hachensack, N.J: World Scientific.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

The course aims to:
- Understand psyche of a consumer and his personality traits
- Apply theories to learn and predict consumer behaviour
- Learn culture role and dynamics of Family and Consumer socialization
- Analyse consumer decision making process and diffusion of innovation

Learning outcomes

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

· Understand personality theories and their applications to consumer psychology.

· Analyse consumer perception in advertising through psychology based theories of perception.

· Examine behavioural learning theories and consumer attitude formation in the context of advertisements.

· Inpect the role of opinion leaders, family and culture in consumer decisions.

· Identify the use of consumer behaviour concepts in prevalent advertisements.

SYLLABUS OF DSE-11

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

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

Unit 2. Consumer Learning and Attitude (12hours)

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

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

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

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

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

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

Essential/recommended readings

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

Additional References:

1. Hawkins, Roger J., Best, Kenneth A., Coney. Consumer Behaviour: Building Marketing Startegy. Tata McgrawHill.

2. Solomon, Michael. Consumer Behaviour: Buying, Having and Being. 12th ed. Pearson Publications.

3. Nair, Suja. Consumer Behaviour in Indian Perspective. Himalaya Publications.

4. Kumar, S Ramesh. Conceptual Issues in Consumer Behaviour. Pearson Publication.

5. Sheth, Jagdish N., Mittal, Banwari. Customer Behaviour: A Managerial Perspective. Thomson Publication.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives
The Course aims to:

The course aims to provide an understanding of:
- Discuss concepts of quantitative and qualitative research methods.
- Compare methods of collecting reliable data and appreciating primary and secondary data
- Analyze parametric and non-parametric tests and interpretation of the results
- Understand issues of research ethics in data collection and use

Learning outcomes

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

- Assess the roles of the researcher and the informant in the research process and be in a position to apply qualitative and quantitative research methodology.

- Perform literature reviews using print and online databases

- Explore the various formats for citations of materials

- Describe sampling methods, measurement scales and instruments, and their appropriate uses

- Recognise rationale for research ethics

- Provide understanding of appropriate statistical techniques for summarizing and displaying business and economic data.

- Perform the basic qualitative and quantitative data analysis in a clear concise and understandable manner with an in-depth, faster and accurate univariate, bivariate and multivariate data analysis.

SYLLABUS OF DSE-12

Unit 1: Elements of Research   **(15 hours)**

Research- Definition, characteristics, Objectives. Types of Research- Quantitative Vs Qualitative; Descriptive, Exploratory and Causal. Research Methodology- Research Process, Formulating the

Research Problem, Research Questions. Hypothesis-Formulation of Hypothesis, Role of Hypothesis, tests of Hypothesis and Errors in hypothesis testing. Research Design - importance and types, features for a good research design. Concept of Population and Sample, Sampling Design- Probability and non-probability Sampling techniques, Sample Size and sampling Error.

Unit 2: Understanding Data and its Collection   **(15 hours)**

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

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

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

Unit 4: Additional Topics in Research   **(5 hours)**

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

Practical Component (15 practical sessions; total 30 Hours): Practical to be based on use of a statistical software to enable to student to implement all the concepts and tools taken up in the theory classes in the course.

Essential/recommended readings

1.   Donald R Cooper & Pamela S Schindler, "Business Research Methods", McGraw Hill

2.   Business Research Methods – Alan Bryman& Emma Bell, Oxford University Press.

3.   Ranjit Kumar, "Research Methodology: A Step-by- Step Guide for Beginners" Sage

4.   Joseph F. Hair, Jr. William C. Black, Barry J. Babin, Rolph E. Anderson," Multivariate Data Analysis, Seventh Edition-Pearson's New International Edition

Suggestive readings
1.   Amir D Aczel, "Complete Business Statistics", McGraw Hill Education.

2.   Naresh K. Malhotra, "Marketing Research: An Applied Orientation" PHI

3.   Field, Andy, "Discovering Statistics using IBM SPSS Statistics", 5th Edition, SAGE.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Behavioural Finance (DSE 13)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at:

- Introducing the core principles of behavioural finance, psychological biases and emotions influencing financial decision-making.
- Identifying common biases (e.g., overconfidence, loss aversion) and their impact on investor behaviour and market outcomes.
- Examining how psychological factors contribute to market anomalies and inefficiencies that traditional finance models can't explain.
- Developing skills to apply behavioural finance concepts in real-world scenarios, including portfolio management, financial advising, and investor behaviour analysis.

Learning outcomes

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

· Recognize and explain key psychological biases and how they influence financial decision-making.

· Develop the ability to analyze and interpret market inefficiencies and anomalies using behavioural finance concepts.

· Apply behavioural finance theories to practical financial decisions, such as investment strategies, portfolio management, and retirement planning.

· Assess how emotions and psychological factors impact individual and institutional investor behaviour, and the broader implications for market dynamics.

SYLLABUS OF DSE-13

Unit 1: Introduction to the Practical Applications of Behavioural Finance   **(9 hours)**

Meaning of behavioural finance, traditional finance vs. Behavioural finance, evolution of behavioural finance, key themes in behavioural finance, a brief history of behavioural finance and behavioural finance micro vs. Behavioural finance macro.

Success & failure in investing and understanding behavioural trends in markets.

Unit 2. Heuristics, Biases and Decision making   (15 hours)

How the human mind works: the two systems, heuristics or rules of thumb, rationale for heuristics, categories of heuristics & their biases, familiarity and related heuristics, representativeness and related heuristics, anchoring and irrationality and adaptation.

Behavioural obstacles to investing.

Self-deception: Forms of overconfidence, causes of overconfidence, factors impeding overconfidence, other forms of self-deception, how much do the experts know, the success equation: untangling skill and luck in business.

Investor Behaviour: Portrait of an individual investor, What the heuristics and biases mean for financial decision-making, Implications of overconfidence for decision-making, Influence of emotions, Implications of mental accounting, Behavioural portfolio theory, Knowing yourself: Psychographic models, Basic ingredients of a sound investment philosophy, Strategies for overcoming psychological biases. Case studies

Unit 3: Market Anomalies, Puzzles and Value Investing   (12 hours)

Market Outcomes: Size effect and seasonality, Momentum and long-term reversal, post-earnings announcement drift, the value premium, Equity premium puzzle, Excessive volatility, Bubbles and crashes and Behavioural asset pricing model.

Investment styles: Value and Growth investing. Behavioural obstacles to value investing.

Value Central tenets of value investing, Evidence and prospects of value investing, Strategies of some well-known value investors and Academic research on value investing.

Contrarian investing - The psychology of going against the crowd: Meaning, psychological constraints and conventional versus contrarian portfolio

Unit 4: Market Bubbles, Financial Crisis & Lessons   (9 hours)

Growth trap: Introduction, behavioural anomalies behind investors chasing, fads and fancies, starting of the Indian equity cult, long-term stock returns, examples of growth trap, differentiating between good investment and good business, evidence and lessons for investors.

Bubble trap: Anatomy of financial crisis, how is a bubble formed?, human behavioral anomalies, how does one identify a bubble?, lessons for investors, why do past bubbles not guide us and conclusion.An account of the global financial crisis.

References

Essential

1.   Baker, H. K., &Nofsinger, J. R. (2010). Behavioural Finance: Investors, Corporations, and
         Markets. Hoboken, New Jersey, United States of America: JohnWiley&Sons.(Chapter 1 and 4)

2. Chandra, P. (2016). Behavioural Finance. Delhi, India: McGraw Hill Education (India).(Chapter: 3,4,,9 and Appendix A)

3. Parikh, P. (2009). Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities. Delhi, India: Tata McGraw-Hill.(Chapter 1,2,3,4 and 11)

4. Pompian, M. M. (2006). Behavioural Finance and Wealth Management: How to Build Optimal Portfolios That Account for Investor Biases. Hoboken, New Jersey, United States of America: John Wiley & Sons. (Chapter 1,2 and 24)

Additional

1. Bazerman, M. H., & Moore, D. A. (2002). Judgment in managerial decision making. New Jersey: John Wiley & Sons. (Malkiel, 2003)

2. Malkiel, B. M. (2003). The Efficient Market Hypothesis and Its Critics. Journal of Economic Perspectives , 17 (1), 59-82.

3. Shefrin, H. (2002). Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing. New York: Oxford University Press.

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CREDIT 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		
Development Economics (DSE 15)	4	3	1	0	Class 12	Knowledge of basics of Economics theory

Learning Objectives

The course aims to help understand the economic, social and institutional factors influencing growth and development. In this light it focusses on:

- Evaluation of development theories
- Addressing issues of poverty and inequality
- Exploring the role of institutions of the state and the market

Learning outcomes

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

· Explore different aspects of growth and development

· Predict and Analyse growth models

· Demonstrate the Interrelationship of poverty, inequality and development are related

· Evaluate role of government and market in economic development

SYLLABUS OF DSE-15

Unit 1: Introduction (9 hours)

Meaning of Economic Development, Comparison of Economic Growth and Development, Measurement of Economic Development- Traditional Approach, PCI and Indices based approach, HDI & its components, Core value of development, Sen's Capabilities Approach and Ultimate objective of economic development, quality of life and happiness index

Unit 2:Development Models (12 hours)

Balanced vs. Unbalanced growth approach, Economic Development of Labour Surplus Economy, Rural-Urban migration model, Export led growth & open economy growth model

Unit 3: Inequality andPoverty (12 hours)

The concept of inequality- various measures of inequality, commonly used inequality measures, gender inequality and economic development, poverty, HPI, poverty traps and vicious circle of

poverty, population growth and economic development, demographic transition theory, cost of education, child labour and externalities, low level of equilibrium trap and critical minimum effort theory

Unit 4: State and Markets   **(12 hours)**

The role of state in neo-liberal regime, strategic retreat of state, Structural adjustment Approach of Bretton woods institution, Success and failure of Economic reform and financial crisis in developing countries- experience of 1990s and later financial crisis in Asian and European countries

 References:

Essential

1.   Ray Debraj, (Latest Edition) Development Economics, Oxford University Press.

2.   Jones Charles, (2013) Introduction to Economic Growth, W. W. Nortan& Company.

3.   Meier, (2005) Leading Issues in Economic Development, Oxford University Press.

4.   Michael. P. Todaro, (2014) Economic Developments, Pearson.

5.   Hayami F, (2005) Development Economics, Oxford University Press.

6.   Thirwall A.P. (2003) Growth and Development, Palgrave Macmillan.

Additional

1.   Acemoglu Daron(2009) Introduction to Modern Economic Growth, Princeton University Press.

2.   Cypher James, (2014) The Process of Economic Development 4th Edition, Routledge.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Brand Management (DSE 17)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at:

- Understanding the strategic importance of brands for businesses and consumers.
- Developing, positioning, and differentiating brands in competitive markets.
- Building strong brand communications, foster brand loyalty, and engage with customers through various channels.
- Learning brand management tools, techniques, and strategies to manage and grow brands in a dynamic market environment.

Learning outcomes

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

·   Comprehend the importance of brands in building sustainable competitive advantage amidst global brands.

·   Apply branding concepts resulting into major branding decisions.

·   Instil the ability to build strong brands in the digital era.

·   Manage branding activities in global markets.

SYLLABUS OF DSE-17

Unit 1: Brand Management (12 hours)

Brand: Concept, Importance, History, Brand Creation across different product categories, Challenges and Opportunities. Strategic Brand Management Process, Brand Equity- Concept, Customer Based Brand Equity, Sources of Brand Equity, Measurement (Qualitative & Quantitative research Techniques). Brand Knowledge, Brand Positioning- Concept, frame of reference, Guidelines. Brand Mantra.

Unit 2: Brand Building and Development (12 hours)

Brand Identity- Concept and elements, Criteria for choosing Brand Elements. Brand Makeovers, Aaker Brand Personality Framework, Legal Branding Considerations in India. Brand Building & Development -Brand Resonance Model, Brand Value Chain. Brand Architecture Strategy (Concept), Brand Extensions.

Unit 3: Branding in the Digital Era (9 hours)

Key Issues for Branding in Digital Era, Brand Engagement, Digital Communications, Social Media Channels, Mobile Marketing, Influencer Marketing, Content Marketing. Big Data & Marketing Analytics Dashboards- Concept, Importance for marketers.

Unit 4: Managing Global Brands (12 hours)

Market Performance - Comparative Methods to assess Brand Equity, Holistic Methods for valuing Brand Equity, Brand Valuation.

Managing Global Brands - Global Branding, Strategies for Creating & Managing Global Brands, Marketing Mix for Global Brands, Marketing to Consumers in Developed versus Developing markets.

References:

Essential

1.   Keller, K.L., & Swaminathan, V., et al (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (5th Edition). Pearson.

Additional

Latest edition of the readings should be used.

1.   Aaker D.A., &Joachimsthaler E. Brand Leadership: The Next Level of the Brand Revolution. The Free Press.

2.   Aaker, J. L. Dimensions of brand personality. Journal of marketing research, 34(3), 347-356.

3.   Chiaravalle, B., & Schenck, B.F. Branding for Dummies. Wiley India Edition.

4.   Kapferer, J.N. The New Strategic Brand Management: Advanced Insights and Strategic Thinking (5th Edition). London: Kogan Page.

5.   Keller, K.L. Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. Journal Of Marketing 57, no 1 (1993);1-29.

6.   Keller,K.L.; Sternthal,B. and Tybout, A.M. Three Questions You Need to Ask About Your Brand. Harvard Business Review 80, no 9 (2002);80-89.

7.   Moorthi, Y. L. Brand Management: The Indian Context. Vikas Publishing House Pvt Limited.

8.   Patel, V. N., & Sharma, S. Brand Management & Consumer Marketing. Oxford Book Company.

9.   Upshaw, L. B. Building Brand Identity: A Strategy for Success in a Hostile Marketplace. Wiley Publications.

10.   Verma H.V. Brand Management : Text and Cases. Excel Books.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Business Valuation (DSE 19)	4	3	1	0	Class 12	None

Learning Objectives

The course aims at:
- Providing an understanding of the key methods and frameworks used in business valuation, including both quantitative and qualitative approaches.
- Equippingstudents with the skills to analyze and interpret financial statements, enabling accurate assessment of a business's financial health and value.
- Developing the ability to assess external market conditions, industry trends, and risk factors that affect the value of a business.
- Applying various valuation techniques (such as discounted cash flow, comparable company analysis, and precedent transactions) in different business contexts like mergers, acquisitions, and investments.

Learning outcomes

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

- Apply key business valuation techniques (DCF, market comps, precedent transactions, asset-based methods) to estimate the value of a company in various scenarios.
- Interpret and critically analyze financial statements (income statement, balance sheet, cash flow) to assess the financial health and value drivers of a business.
- Assess and evaluate macroeconomic, industry, and company-specific factors, and incorporate risk elements into the valuation process.
- Make well-reasoned, defensible business valuation decisions based on solid financial data, market research, and strategic considerations.

SYLLABUS OF DSE-19

Unit 1: Introduction to Business Valuation   **(6 hours)**

Genesis of Valuation; Need for valuation; Hindrances/Bottlenecks in valuation; Business Valuation Approaches; Principles of Valuation (Cost, price and Value); Purpose of Valuation: M & A, Sale of Business, Fund Raising, Voluntary Assessment; Taxation; Finance; Accounting; Industry perspective; Statutory Dimension; Society Angle.

Unit 2: Business Valuation Methods   **(15 hours)**

Discounted Cash flow Valuation: Estimating discount rates- the cost of capital, Cash flow and valuation, valuation of companies: forecasting cash flows. Beyond valuation of companies: Growth, future value drivers, optimum capital structure.

Relative Valuation Method: Meaning, Reasons for popularity and potential pitfalls, Values and multiples- Earnings multiples, book value multiples, revenue multiples, and sector-specific multiples. Equity and Value multiples. Basic steps to using multiples. Reconciling relative and discounted cash flow valuation.

Unit 3: Valuations of Tangibles and Intangibles (12 hours)

Overview of valuation of Immovable Properties; Plant and Machinery; Equipments; vehicles; Capital Work in progress; Industrial Plots; land and Buildings; Vessels, ships, Barges etc. Definition of Intangible Assets; Categorization of Intangibles- Marketing Related (Trademarks, Trade names, Certification marks, internet domains), Customer or Supplier Related (Advertising Agreements, Licensing, Royalty Agreements, Servicing contracts, Franchise agreements), Technology related (Contractual or non-contractual rights to use: Patented or unpatented technologies, Data Bases, Formulae, Designs, Softwares, Process), Artistic Related (Royalties from artistic works: Plays, Books, Films, Music). Valuation of Human Resources.

Unit 4: Valuation in Mergers and Acquisitions (12 hours)

Meaning of business mergers, types; Sources of Synergy: revenue, operating expense, cost of capital, tax payments; effect of merger on the earnings per share; estimating synergy and its problems.

References:

1. Chandra, Prasanna. Corporate Valuation: A guide for Analysis, Managers and Investors. McGraw Hill Education Private Limited.

2. Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.

3. K. G., CA, &Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd.

4. Mohanty. Pitabas. Business Valuation (Text & Cases). Taxmann Publications Pvt Ltd.

Additional References:

1. Damodaran. Investment Valuation: Tools and Techniques for determining the value of any asset. 3rd Edition. Wiley India Pvt. Ltd.

2. Damodaran. Corporate Finance: Theory and Practical. 2nd Edition. Wiley India Pvt. Ltd.

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CREDIT 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		
Applied Econometrics (DSE 21)	4	3	0	1	Class 12	Knowledge of Basic Econometrics

Learning Objectives

The course aims at:

- Illustrate key econometric methods (e.g., OLS, IV, GMM) and apply them to real-world data.

- Develop data analysis skills, including data cleaning, model estimation, and diagnostic testing.

- Conduct causal inference and understand the implications of model assumptions and violations.

- Interpret and communicate econometric results effectively for both technical and non-technical audiences.

Learning outcomes

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

· Formulate and interpret regression results obtained from software packages.

· Identify the errors in regression models and rectify the same.

· Analyse the suitability of different models for solving the problem at hand

· Understand the theoretical basis for techniques widely used in empirical research and consider their application in a wide range of problems.

SYLLABUS OF DSE-21

Unit 1: Empirical Model (3 hours)

Stages in empirical econometric research

Unit 2: Linear Regression Model (9 hours)

The linear regression model in matrix form. Estimation, specification and diagnostic testing.

Unit 3: Instrumental Variable Estimation (12 hours)

Omitted variable in a simple regression model. IV estimation and two stage least squares.

Unit 4: Panel Data Regression (12 hours)

Independent pooled cross section regression, fixed and random effects models.

Unit 5: Limited Dependent Model (9 hours)

Logit and Probit models for binary responses.

Practical: (15 practical sessions; total 30 Hours)

To learn the use of an econometric package STATA/Python/R or any other appropriate one.
To extract data from recognized databases and to execute models from each of the units listed in this each course.

References

1.   Gujarati, D. (2014). Econometrics by example, 2nded.Palgrave Macmillan.

2.   Gujarati, D., Porter, D. (2012). Basic econometrics, 5th ed.McGraw-Hill

3.   Wooldridge, J. (2014). Introduction to econometrics: A modern approach, 5th ed.Cengage
       Learning.

Additional References:

1.   Asteriou, D., & Hall, S. G. (2011). Applied econometrics. Palgrave Macmillan.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

GENERIC ELECTIVES (GE-1): PRINCIPLES OF MICROECONOMICS

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

Learning Objectives

This course aims
- To offer basic understanding of the basic principles of micro economics like problem of scarcity and choice, demand and supply, elasticity.
- To introduce students with basic consumer theory,
- To acquaint 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:

· Explain the principles of economics of the modern economy.
· Interpret the consumer theory, production, and costs etc.
· Analyse the basic principles of macroeconomics, national income accounting and determination of GDP.
· Examine the functioning of the money market.

SYLLABUS OF GE-1

Unit 1: Introduction   (6 hours)

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

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

shifts of supply versus movements along a supply curve, market supply, market equilibrium.

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

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

Unit 2: Consumer Theory   **(9 hours)**

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

Unit 3: Production and Costs   **(9 hours)**

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

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

Unit 4: Introduction to Macroeconomics   **(6 hours)**

What is macroeconomics, Macroeconomic issues in an economy.

Unit 5: National Income Accounting   **(6 hours)**

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

Unit 6: Determination of GDP   **(6 hours)**

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

Unit 7: **Money and Credit**   **(3 hours)**

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

Essential/recommended readings

1.   Case, K.E., Fair, R. C., and Oster, S. E. (2017). Principles of Economics (12th Ed.). Pearson.

2.   Dornbusch, R., Fischer, S. and Startz. R. Macroeconomics (11th Edition). McGraw-Hill.

3.   Mankiw, N.G. (2021). Principles of Economics, (9th Edition). Cengage Learning.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

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

Learning outcomes

By studying this course, students will be able to:

· Examine the basic rules and provisions of Contract and Agreements.

· Recognize provisions to formation and functioning of company and LLP.

· Interpret the significance and role of law of sale of goods act

· Apply the law correctly to different facts and in different contexts

SYLLABUS OF GE-3

Unit 1: Indian Contract Act   **(12 hours)**

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

Unit 2: Companies Act   **(12 hours)**

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

Unit 3: Sale of Goods Act and Consumer Protection Act   (12 hours)

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

Unit 4: Limited Liability Partnership Act and IT Act   (9 hours)

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

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

Essential/recommended readings

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

2. Kuchhal M.C & Vivek K. Business Legislation for Management. VIKAS Publishing House (P) Ltd.

3. Kumar, A. Corporate Laws. International Book House (P) Ltd.

4. Bare Acts relating to the laws.

Suggestive readings

1. Chadha, R,. Chadha, S. Corporate Laws. Mayur Paperbacks. New Delhi.

2. Maheshwari & Maheshwari. Business Law. National Publishing House. New Delhi.

3. Singh, Avtar. The Principles of Mercantile Law. Eastern Book Company. Lucknow.

4. Tulsian, P.C. Business Law. Tata McGraw Hill. New Delhi.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

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

Learning outcomes

By studying this course, students will be able to:

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

SYLLABUS OF GE-5

UNIT – I: Introduction - Operations Research, Linear Programming (15 hours)
(i) Introduction to Operations Research, characteristics, Phases, Methodology, Applications and scope
(ii) Formulation of Linear Programming problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Special cases, Big-M method and Two-phase method; Duality (emphasis on formulation & economic interpretation); Sensitivity Analysis. (Excel Solver application)

UNIT – II:Transportation and Assignment Problem (12 hours)
(i) Transportation Problem: Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method; Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes.
(ii) Assignment Problem: Hungarian Method, Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.

UNIT – III: Network Analysis   **(9 hours)**

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

UNIT – IV: Decision Theory: **(9 hours)**

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

Essential/recommended readings

1. Vohra, N.D., Quantitative Techniques in Management (5th ed.). Tata McGraw Hill

2. Swarup, K., Gupta, P.K. and Mohan, Man, Introduction to Management Science Operations Research (19th ed.). Sultan Chand & Sons.

3. Sharma, J.K., Operations Research: Theory and Applications (6th ed.). Trinity.

4. Taha, H.A., Operations Research: An Introduction (9th ed.). Pearson.

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GENERIC ELECTIVES (GE-7): ECONOMICS OF STARTUPS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

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

Learning outcomes

By studying this course, students will be able to:

· Demonstrate the process and working of a startup.

· Identify the different ways in which entrepreneurs manifest in start-ups.

· Understand to create one's own business venture and the various factors that influence successful set-up and sustainable operations.

· Explore the funding and other institutions supporting small business units.

SYLLABUS OF GE-7

UNIT – I: Startup, Generation & Experimentation (9 hours)
Concept of Startup, Role of digital technologies, Startup ecosystems, the startup movement in India; Generating a value proposition, how valuable are new ideas, Design thinking principles; Experimenting with the prototype, Introduction to lean start-ups, Lean startup principles, Learning and failing fast.

UNIT – II: Building the Business Plan (15 hours)
Beginning Considerations: Building a competitive advantage. The strategic management processes. Conducting a feasibility analysis. Forms of Business ownership. Franchising and entrepreneurship. Buying an existing business, marketing and financial considerations: Building a powerful marketing plan. E-commerce and Entrepreneur. Pricing strategies. Creating a successful financial plan. Choosing the right location and layout.

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

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

UNIT – IV:Institutions Supporting Small Business Enterprises and Ethics (9 hours)
Central level institutions. State level institutions. Other agencies. Industry Associations. Class exercise- discussions on current government schemes supporting entrepreneurship and finding out which scheme will most suit the business plan devised by the student. Importance of Ethical Entrepreneurship, value of ethics to an entrepreneur.

Essential/recommended readings

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

2.   Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A., Entrepreneurship, Tata McGraw Hill.

3.   Shukla, M.B., Entrepreneurship and Small Business Management. Kitab Mahal Publishers.

Suggestive readings

1.   Hishrich, R.D. and Peters, M. Entrepreneurship. Irwin Publications.

2.   Barringer, B.R. and Ireland, R. Duane. Entrepreneurship: Successfully launching new ventures. (6th Edition) Pearson

3.   Kuratko, D.F., and Rao, T.V., Entrepreneurship: A South-Asian Perspective. Cengage Publications.

4.   Shankar, R., Entrepreneurship: Theory and Practice. Tata McGraw Hill.

5.   Kathleen, R Allen. Launching New Ventures: An Entrepreneurial Approach. Cengage Learning.

6.   Fisher, Steve and Duane, Ja-Nae. The Startup Equation - A Visual Guidebook for Building Your Startup. Mc Graw Hill Education India Pvt. Ltd.

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GENERIC ELECTIVES (GE-9): INTERNATIONAL ECONOMICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Economics (GE9)	4	3	1	0	Class XII	NA

Learning Objectives

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

Learning outcomes

By studying this course, students will be able to:

- To explain basic concept and origin of International economics through the prism of classical and new classical trade theories

- To explore different terms of trade and their applicability

- To differentiate between Modern and Classical Trade theories.

- To describe the foreign exchange markets and its working

- To analyse global capital market

SYLLABUS OF GE-9

UNIT – I: Introduction to International Trade   [12hours]

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

Unit 2: International Trade Theory   [15hours]

World Trade: An overview; Theories of international trade – Mercantilism; Absolute advantage theory, Comparative advantage theory, Factory proportion theory and Leontief paradox, Product life cycle theory, New trade theory, National competitive advantage: Porter's diamond. International Business Environment: Economic, Demographic, Cultural and Political-legal environment.

Unit 3: Balance of Payment (BoP) [6hours]

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

Unit 4: Foreign Exchange and Global Capital Market [12hours]

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

Essential/recommended readings

1. Hill, C. (2021). International business: Competing in the global market place (13th Edition). *Strategic Direction*.

2. Krugman, P. R., & Obstfeld, M. (2009). International economics: Theory and policy. Pearson Education.

3. Levi, M.D. (2009). *International Finance* (5th Edition), Taylor and Francis Ltd.

4. Madura, J. (2020). *International financial management*. Cengage Learning.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives

This course will help students
- to understand the importance, meaning and objective of macroeconomic policies
- to explore role and effect of fiscal policy and government expenditure
- to explore role of monetary policy and banking sector in India
- to analyseefficacy of fiscal/monetary policy under fixed and flexible exchange rate

Learning outcomes

By studying this course, students will be able to:

· Explore the basic concept of macroeconomics

· Comprehend different parameters of macroeconomics work under Indian economy.

· Analyse and Compare the monetary and fiscal policy.

· Compare different exchange rate regimes.

SYLLABUS OF GE-11

UNIT – I: Meaning and objectives of economic policy   **(8 hours)**

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

Unit 2: Fiscal policy   **(15 hours)**

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

Unit 3: Monetary policy   **(12 hours)**

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

Unit 4: Exchange rate policy (10 hours)

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

Essential/recommended readings

1 Gupta G.S (2016), Macroeconomics - Theory and Applications (4th edition). McGraw Hill,

2. Shapiro, Edward (1982), Macroeconomic Theory, 5th edition

3. Mankiw, Gregory N. (2010), Macroeconomics (7th edition), Worth Publishers.

4. Sikdar, Soumyen (2011), Principles of Macroeconomics, Oxford University Press

5. Krugman, P.R., Obstfeld, M. and Melitz, M. (2015). International Economics: Theory and Policy, Pearson Education Limited.

6. Dua, P. (2020). Monetary Policy Framework in India, Indian Economic Review, 55(1), June 2020, pp. 117-154.

9.   http://www.inclusivejournal.in/about.html.

10.   Sengupta, R. and Vardhan, H., Non-Performing Assets in Indian Banks, Economic and Political Weekly, 52(12) March 25, 2017, Money, Banking and Finance Special.

11.   Economic Survey, India, latest issue

12.   Union Budget Statement, India, Latest issue

Suggestive readings

1   Abel, Andrew, Bernanke, Ben and Croushore, Dean (2011). Macroeconomics (7th edition). Pearson

2.   Ghate, C., &Kletzer, K. M. (eds.) (2016). Monetary policy in India: A modern macroeconomic perspective. Springer.

3.   Kaul, Vivek (2020) Bad Money: Inside the NPA Mess and how it threatens the Indian Banking System, Harper Collins Publisher India.

4.   Chhibber, Ajay and Anees, Salman Soz (2021) India's Financial Sector: A Whodunnit. In Unshackling India. Haper Collins Publishers India.

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DISCIPLINE SPECIFIC CORE
(Courses **not** highlighted in yellow have already been passed by AC, EC**)**
SEM VII: DSC 19 Start up Development and Growth Strategies
SEM VIII: DSC 20 Management Information Systems

DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

1. DSE SEM VII- Research Methodology

FINANCE SPECIALISATION COURSES (Highlighted papers are new, rest all approved in previous semesters)			
S. No.	VII Semesters	S. No.	VIII Semesters
1.	Project Appraisal, Financing and Control	1.	Mergers Acquisitions and Corporate Restructuring
2.	Insurance	2.	Investment Banking and Financial Services
3.	Financial Planning	3.	Earnings Management
4.	Security Analysis & Portfolio Management	4.	Business Analysis and Valuation
5.	Digital Finance	5.	Advanced Derivatives
6.	International Finance	6.	Financial Econometrics
7.	Derivatives & Financial Risk Management	7.	Behavioural Finance
8.	Strategic Corporate Finance	8.	Microfinance

MARKETING SPECIALISATION COURSES			
S. No	VII Semesters	S. No	VIII Semesters
1.	Retail Management	1.	Integrated Marketing Communications
2.	Marketing of Services	2.	Brand Management
3.	E-Commerce	3.	Sales and Distribution Management

S.No.	VII Semesters	S.No.	VIII Semesters
4.	Consumer Behavior	4.	International Marketing
5.	Digital Marketing	5.	Supply Chain Management
6.	Customer Relationship Management	6.	Product Management

HUMAN RESOURCE MANAGEMENT SPECIALISATION COURSES			
S.No.	VII Semesters	S.No.	VIII Semesters
1.	Industrial Relations	1.	Recruitment and Selection Management
2.	Training and Management Development	2.	Workforce Diversity
3.	Performance Management	3.	Negotiations
4.	Human Resource Planning	4.	International Human Resource Management
5.	Talent and Competency Management	5.	Compensation Management
6.		6.	HRD: Systems and Strategies
		7	Organizational Change and Development

GLOBAL MANAGEMENT SPECIALISATION COURSES			
S.No.	VII Semesters	S.No.	VIII Semesters
1.	Global Marketing	1.	India and World Economy
2.	Geopolitics and International Trade	2.	Multinational Business Finance
3.	International Trade and Documentation	3.	Transnational Human Resource Management

4.	Global Trade Management (Barriers and Blocs)	4.	Corporate Taxation for Global Companies
5.	Global Supply Chain Management	5.	Legal and Financial Aspects of International Trade
6.	International Expansion Strategies	6.	Multinational Operations

GENERIC ELECTIVE (GE) COURSES

GENERAL MANAGEMENT*			
S. No.	VII Semesters	S. No.	VIII Semesters
1.	Management Wisdom from India	1.	Family Business and Management
2.	Fundamentals of Organizational Behaviour	2.	Financial Planning for Individuals
3.	Finance for Non-Finance Executives	3.	Introduction to International Business
4.	Wealth Management	4.	Personal Selling
5	Fundamentals of Marketing Management	5.	Basics of Human Resource Management
6	Dynamics of Start-Ups	6	Ethics and Governance in Business

DSC 19: Start-up Development and Growth Strategies

		Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Start-up Development and Growth Strategies (DSC 19)	4	3	1	0	Class XII	NIL

Learning Objectives:
- To instil entrepreneurial skills in the students
- To develop a deeper understanding of strategic decisions and competences vital to becoming a successful entrepreneur.
- To understand how to gain competitive advantage and build a strong team for start-up ventures.

Learning Outcomes:
By the end of the course, students should be able to:
- Recognize the entrepreneurial potential within themselves
- Appreciate the role of strategic decision making.
- Develop and appraise creative new business concepts that can be turned into sustainable business ventures and
- Build the creative team for the start-up.

Syllabus of DSC 19

Unit 1
Sensing Growth Opportunities (9 hours)
Introduction to strategy and strategic decisions, conceptual framework in strategic management of enterprise. Understanding economic and business landscape, challenges of new disruptive business models. Evaluation of external environment: general, industry, and competitor, assessment of resources, capabilities, and competencies for growth.

Unit 2
Crafting Competitive Advantage (15 hours)
Building the organizational vision and mission. criteria for evaluating a mission statement- Goal, Process & Formulation of the mission statement (Drucker's Performance Area).
Competitive rivalry and dynamics, developing corporate strategy, developing international strategy.
Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies – offensive & defensive strategies.
Cooperative strategies: Strategic alliances and joint ventures Mergers, acquisitions, and divestitures.
Shaping strategies: BOP strategies, Strategy in emerging markets, Corporate-intrapreneurship, Non-market strategy, Designing and analysing business experiments.

Unit 3
Realizing Competitive Advantage (9 hours)
Strategy implementation, organisation structure and management control, corporate governance, ethic, and corporate social responsibility. Corporate and strategic communication. Management of change and transformation.

New Frontiers in Start-ups and Entrepreneurship (12 hours)
Technology and Entrepreneurship: tech-enabled ventures; technology supporting entrepreneurship. Intrapreneurship: description, forms, levels and degrees of corporate entrepreneurship, corporate culture. Entrepreneurial climate within the organization: description, impact on intrapreneurship. Eco-friendly and climate conscious entrepreneur. Stimulating organizational creativity: creative teams; managing organizations for innovation and positive creativity.

Textbook (latest edition to be used)
1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: *Entrepreneurship,* Tata McGraw Hill

Essential/recommended Readings (latest editions to be used)
1. Kuratko, D.F., and Rao, T. V., *Entrepreneurship: A South-Asian Perspective*, Cengage
2. Andriopoulos, C. and Dawson, P.: *Managing Change, Creativity and Innovation*, Sage
3. Thompson, A.A., Strickland III, A.J., Gamble, J.E. and Jain, A.K., *Crafting and Executing Strategy: Concepts and Cases*, Tata McGraw Hill.

Suggestive Readings (latest editions to be used)
1. Barringer, B.R. and R. Duane Ireland, *Entrepreneurship*, Pearson Prentice Hall
2. Pearce, J.A. and Robinson, R.B., *Strategic Management Formulation, Implementation and Control*, McGraw Hill
3. Johnson, G. and Scholes, K., *Exploring Corporate Strategies*, Prentice Hall
4. Bilton, C. and Cummins, S., *Creative Strategy,* Wiley

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

DISCIPLINE SPECIFIC ELECTIVE (DSE)
DSE – RESEARCH METHODOLOGY

Credit distribution, Eligibility and Pre-requisites of the Course						

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

Course Objective(s):
1. To understand the need and relevance of research in the field of management.
2. To provide an insight on research as a tool for problem-solving and decision-making.

Learning Outcomes: Upon completion of this course students should be able to:
1. Identify and describe a Research Problem.
2. Examine d and use the appropriate Research Design.
3. Design Research Questionnaires
4. Perform basic quantitative and qualitative research
5. Explore appropriate statistical technique to undertake analysis of data
6. Prepare Research Reports

Syllabus of Compulsory DSE:

Unit 1: Introduction to Research Methodology   (9 hours)

Nature of research and its role in decision making; Steps in the research process; Types of research: qualitative research vs. quantitative research, exploratory vs conclusive; defining the research problem, research objectives and research hypothesis.

Unit 2: Research Design, Sampling and Literature Review   (12 hours)

Meaning and classification of research design: exploratory, descriptive, causal; Techniques of sampling: Probability vs Non probability; determination of sample size; Primary data collection: survey vs. observation, interviews; Secondary data research: advantages and limitations; Role of literature review in research, fundamentals of SLR and Meta Analysis.

Unit 3: Scaling Techniques and Questionnaire Designing   (18 hours)

Primary scales of Measurement – nominal, ordinal, interval and ratio. Scaling techniques – comparative vs non-comparative, balanced vs unbalanced; itemized rating scale: Likert Scale. Designing a Questionnaire; Descriptive Statistics – Measures of Central Tendency: & Dispersion, Correlations and linear regression, Chi-Square test, t-test, z-test, f-test. Presentation of Data: Tabular, Graphic, Bar Diagram and Pie Chart, etc. Statistical Packages – MS Excel, SPSS, and Web-based Statistical Analysis Tools, etc.

Unit 4: Report Writing and Ethics in Research   (6 hours)
Preparing a Research proposal; Essentials of Report writing: Types and Structure, Citation and Acknowledgement, Impact factor, Cite score; Ethics in Research: Researcher's Ethical Code, Plagiarism.

IPR – Types and relevance in Research Methodology.

Essential/recommended Readings (latest editions to be used)
1. Kothari & Garg (2019). *Research Methodology methods and techniques* (4th Edition), New Age International Publishers.
2. Chawla &Sondhi (2018). *Research Methodology Concepts and Cases* (2nd Edition), Vikas Publication.
3. Jesson, Matheson & Lacey (2011). *Doing Your Literature Review Traditional and Systematic Techniques,* Sage publication.

Suggestive Readings (latest editions to be used)
1. Oliver, P. (2010). *The student's guide to research ethics* (2nd Edition). McGraw-Hill Education (UK).

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Delhi,   from   time   to   time

DSE 1: RETAIL MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

● Understand the concept and characteristics of retailing, emerging trends, and the evolution of the Indian retail industry.

● Examine store location selection and store planning, including trading area analysis, site selection, store design and layout, and effective retail space management.

● Develop an understanding of retail marketing and merchandising, including retail marketing mix, advertising and sales promotion, CRM, buying organization formats and processes, merchandise planning, and pricing strategies.

● Acquire knowledge about the various elements/components of retail store operation, store administration, inventory management, customer service, store maintenance, and store security.

Learning Outcomes

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

● Describe the concept and characteristics of retailing and explain the emerging trends and evolution of the Indian retail industry.

● Analyze the characteristics of trading areas and evaluate different types of store locations based on the trading area analysis.

● Develop a retail marketing plan that includes the retail marketing mix, advertising and sales promotion strategies, store positioning, and CRM strategies.

● Formulate pricing objectives, strategies, and types of pricing based on external factors that impact a retail price strategy.

● Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

SYLLABUS OF DSE 1

Unit 1: Introduction to Retailing and Retail Formats   (12 hours)

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

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

Unit 2: Choosing a Store Location and Store Planning (12 hours)
Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.

Unit 3: Retail Marketing (12 hours)
Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management.

Unit 4: Merchandise Pricing and Retail Operations (9 hours)
Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Essential/recommended Readings (latest edition of readings to be used)
- Berman, B., & Evans, J. R. (2012). *Retail management.* Pearson Education.
- Vedamani, G. G. (2010). *Retail management: Functional principles & practices*. Jaico Publishing House.

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

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DSE 2: MARKETING OF SERVICES

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

Learning Outcomes

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

- Explore 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 n 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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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:
- Compare 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.
- Examine 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.

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DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-7)

DSE 7: CONSUMER BEHAVIOR

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

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

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

SYLLABUS OF DSE 7

Unit 1: Introduction to Consumer Behavior   (6 Hours)
Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour'. Market Segmentation: VALS 2 segmentation profile.

Unit 2: Internal Influences on Consumer Behavior   (15 Hours)
Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self- consciousness.
Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation& interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit 3: External Influences on Consumer Behavior   (12 Hours)
Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.
Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.
Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.
Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal   flow   of   communication.

Unit 4: Consumer Decision Making Process   **(12 Hours)**

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

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

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

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

Essential/recommended Readings (latest edition of books will be used)
1. Schiffman, L. G., Wisenblit, J., & Kumar, S.R. (2018).ConsumerBehaviour. 12th edition. Pearson Education.
2. Solomon, M. R., & Panda, T. K. (2020). *Consumer Behavior: Buying, Having, and Being*. 13th edition. Pearson Education.
3. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2016). *Consumer Behavior*. Cengage Learning.

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

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

DSE 8: DIGITAL MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Digital Marketing (DSE 8)	4	3	1	0	Class XII	Basics of Marketing

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

Learning Outcomes

On successful completion of the course the learner will be able to:
- Explore the concept of digital marketing and its real-world iterations.
- Analyze the innovative insights of digital marketing enabling a competitive edge.
- Understand the concept of mobile marketing.
- Identify and utilise various tools of digital marketing.

SYLLABUS OF DSE 8

Unit 1: Introduction to Digital Marketing (9 Hours)

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

Unit 2: Social Media Marketing (12 Hours)

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

Unit 3: Email and Mobile Marketing (12 Hours)

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

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

Unit 4: Managing Digital Marketing (12 Hours)
Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing.

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

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

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

DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-9)

DSE 9: CUSTOMER RELATIONSHIP MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Customer Relationship Management (DSE 9)	4	3	1	0	Class XII	Basics of Marketing

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

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

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

SYLLABUS OF DSE 9

Unit 1: Introduction to Customer Relation Management (CRM)   (12 Hours)
CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

Unit 2: CRM as a Business Strategy   (12 Hours)
CRM – Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.

Unit 3: Technological Tools for CRM and Implementation   (12 Hours)
Data Mining for CRM – Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation – step by step process.

Unit 4: CRM in Services   (9 Hours)
Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Presen Future of CRM.

Essential/recommended Readings (latest edition of readings to be used)
1. Sheth, N.J., Atul,P&Shainesh, G,. (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications.* (Standard ed). Tata McGraw Hill.

Suggestive Readings (latest edition of readings to be used)
1. Kincaid,W.J., (2003). *Customer Relationship Management Getting it Right,* Prentice Hall Professional..
2. Mohamed,P.H.&Sagadevan,A.,(2021). *Customer Relationship Management*, A Step-by-Step

Approach, Vikas Publishing House.

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

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

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

DSE 1: INDUSTRIAL RELATIONS

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

Learning Outcomes

On successful completion of the course the learner will be able to:
- Explore theoretical and practical perspective on different aspects of industrial relations.
- Understand the key participants, institutions, relationships, and processes in industrial relations.
- Examine 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 act1946, 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.

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DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-5)

DSE 5: TRAINING AND MANAGEMENT DEVELOPMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Training and Management Development (DSE 5)	4	3	1	0	Class XII	Basics of Human Resource Management

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

Learning Outcomes

On successful completion of the course the learner will be able to:
- Analyse the need and process of training need analysis in organizations.

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

SYLLABUS OF DSE 5

Unit 1: Training in Organizations and Training Need Analysis   (9 hours)
An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training. Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

Unit 2: Training Design and Evaluation   (12 hours) Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit 3: Training Methods   (12 hours)
Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

Unit 4: Management Development   (12 hours)
Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

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

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

DSE 6: PERFORMANCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Performance Management (DSE 6)	4	3	1	0	Class XII	None

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

Learning Outcomes
On successful completion of the course the learner will be able to:
- Explore the concept and dynamics of performance appraisal and performance management.
- Appreciate the significance of implementing an on-going and thorough performance management system.
- Develop an understanding of various approaches to performance management.
- Illustrate criteria and standards for performance management.
- Create and develop skills required for effective performance management.

SYLLABUS OF DSE 6

Unit 1: Basis of Performance Management (9 hours)
Introduction: Concept, Philosophy, History from performance appraisal to performance development; Objectives of performance management system; Aligning Performance Management with Organizational Strategy, Values, and Goals.

Unit 2: Performance Management Practice (15 hours)
Performance planning, Process and Documentation of Performance appraisal; The balanced Scorecard, Analyzing and assessing performance; Managing underperformance – problems and

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

Unit 3: Applications of Performance Management (15 hours)

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

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

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

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

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

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

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

DSE 7: HUMAN RESOURCE PLANNING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes
On successful completion of the course the learner will be able to:
- Explain the meaning, need and importance of HRP, various techniques and effective HR planning.
- Describe the meaning objectives HRIS, steps in designing HRIS, trends in HRIS.
- Analyse the HRP Management process HRP evaluation.
- Evaluate the Strategic HRP, Mergers and Acquisition and its impact on HRP, Outsourcing and its impact on HRPs

SYLLABUS OF DSE 7
Unit 1: Fundamentals of Human Resource Planning (12 Hours)
Overview of Human Resource Planning (HRP): Human Resource Planning – Meaning, Nature, Need and Importance; Process of HRP – Steps in HRP; HR Demand Forecasting – Factors, Techniques – Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique; HR Supply Forecasting – Factors, Techniques –Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables; Barriers in Effective Implementation of HRP and Ways to Overcome; Requirements for Effective HR Planning.

Unit 2: Human Resource Information System (12 Hours)
Data Information Needs for HR Manager – Contents and Usage of Data; HRIS – Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in Designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. Security Issues in Human Resource Information Systems; HRIS for HRP; Trends in HRIS; Job analysis – Uses, methods, Job description & Job specifications.

Unit 3: HRP Practitioner and Evaluation (12 Hours)
HRP Practitioner: Meaning, Role; HRP Management Process; HRP as a Tool to Enhance Organisational Productivity Impact of Globalisation on HRP; Aspects of HRP: Performance Management, Career Management, Management Training and Development, Multi Skill Development; Return on Investment in HRP – Meaning and Importance; HRP Evaluation Meaning, Need, Process, Issues to be considered during HRP Evaluation.

Unit 4: Strategic Human Resource Planning (9 Hours)
Strategic Human Resource Planning – Meaning and Objectives; Link between Strategic Planning and HRP through People, Finance and Technology; Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.

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

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

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

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-8)

DSE 8: TALENT AND COMPETENCY MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Talent & Competency Management (DSE 8)	4	3	1	0	Class XII	Basics of Human Resource Management

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

Learning Outcomes
On successful completion of the course the learner will be able to:
- Describe the concept of Talent Management , Talent Gap Approaches to fill gap, role of building Sustainable Competitive Advantage.

- Apply the potential and appropriateness of talent development strategies, policies, approaches and methods with reference to relevant contextual factors.

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

SYLLABUS OF DSE 8
Unit 1: Introduction to Talent Management (9 Hours)
Meaning, Evolution, Scope, Significance, Benefits and Limitations of Talent Management, Principles of Talent Management, Sources of Talent Management, Attracting and Retaining Talent, Talent Management Grid, Talent Gap: Meaning and Approaches to Fill Gaps, Talent Value Chain, Role of HR in Talent Management, Role of Talent Management in Building Sustainable Competitive Advantage.

Unit 2: Talent Management System (TMS) and Strategies (12 Hours)
Meaning, Key Elements of TMS, Creation of TMS and Building Blocks for TMS, Life Cycle of Talent Management: Meaning and Process, Talent Management Process: Steps, Significance and Prerequisites, Approaches to Talent Management, Talent Management Strategies: Meaning and Development, Mapping Business Strategies and Talent Management Strategies, Talent and Succession Planning: Identifying key managerial positions, development of capabilities, lateral hiring in case of discontinuity in the succession plans.

Unit 3: Introduction to Competency (12 Hours)
Competence and Competency: Concept, Types of Competencies, Benefits and Limitations of Implementing Competencies, Competency Model: Concept, Significance and Development of Competency Model, Personal Competency Framework, Iceberg Model, Lancaster Model of Competency, Transcultural Managerial Competencies, Validation of Competency Models.

Unit 4: Competency Management (12 Hours)
Meaning, Features, Objectives, Benefits and Challenges, Competency Development: Meaning and Process, Competency Mapping: Concept, Features and Significance, Approaches to Mapping, Competency Mapping Procedures and Steps, Use of Assessment Centres in Competency Mapping, Types of Exercises, Competency based HR applications.

Essential/recommended Readings (latest edition of readings to be used)
1. Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley.
2. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business driven.* Pearson Education.
3. Padoshi, S. (2018). *Talent and Competency Management.* Himalaya Publishing House.
4. Berger, L.A. & Berger, D.R. (2018). *The Talent Management Hand Book*. Tata McGraw Hill.
5. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. Sage Books.
Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

DSE 1: PROJECT APPRAISAL, FINANCING AND CONTROL

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

Learning Outcomes
On successful completion of his course, the learners will be able to:
- Explain the process of screening of ideas and carry out appraisal for Projects.
- Analyse Investment Evaluation Techniques for selection of Projects.
- Conduce Risk Analysis for business projects and identify alternative sources of financing.
- Describe concept and application of Social Cost benefit Analysis
- Apply project control and management techniques for project success.

SYLLABUS OF DSE 1
Unit 1: Introduction to Projects and their Appraisal   **(9 hours)**
Project Definition, Project Identification, Project Life Cycle, Project Stakeholder Analysis, Feasibility study. Types of Project Appraisal (Brief Overview): Market and Demand Analysis, Technical Appraisal, Financial Appraisal, Economic Appraisal, Managerial Appraisal, and Social Appraisal.

Unit 2: Financial Appraisal   **(9 hours)**
Components of Project Cost, Investment Evaluation Techniques: Non-Discounting Methods (Payback Period, Accounting Rate of Return), Discounting Methods (Net Present Value, Profitability Index, Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)). Comparative analysis of Investment Evaluation Techniques, Investment Evaluation in Practice.

Unit 3: Project Risk Analysis and Project Financing   **(15 hours)**
Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree

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

Unit 4: Social Appraisal and Aspects of Project Management (12 hours)
Social Appraisal: Rationale for Social Cost Benefit Analysis (SCBA), Approaches of SCBA (UNIDO and Little-Mirrlees Approach Approach), Environment Impact Assessment (EIA) and Social Impact Assessment (SIA) of Projects. Relevant Case Studies. Network Techniques for Project Cost and Time Management (PERT & CPM) (theory only). Pre-Requisites for Successful Project Implementation. Essentials of a Project Report.

Essential/recommended readings (latest edition of readings to be used)
1. Chandra, Prasanna (2019). *Projects – Planning, Analysis, Selection, Financing, Implementation, and Review*. McGraw Hill Education.
2. Agrawal, R., &Mehra, Y. S. (2021).*Project Appraisal and Management*. Taxmann Publications.

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

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

DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-2)

DSE 2: INSURANCE

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

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

Learning Outcomes

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

- Evaluate the different types of Risks and learn the concept and principles of Insurance.
- Examine Risk Management and learn the concept, principles and technical components of Insurance contracts.
- Comprehend the functioning of Insurance company operations.
- Examine 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:
- Explore the fundamentals of Personal Financial Planning
- Examine the basics of managing personal tax liabilities
- Describe 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.

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DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-7)

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DSE 7: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Security Analysis and Portfolio Management (DSE 7)	4	3	1	0	Class XII	Basics of Financial Management and Statistics

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

Learning Outcomes
On successful completion of the course the learner will be able to:
●   Describe the concepts of risk and return, bonds and their valuation, technical and fundamental analysis, asset pricing and risk return of portfolio.

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

SYLLABUS DSE 7

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

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

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

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

Unit 3: Portfolio Analysis and Management   (12 Hours)

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta, systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation. Asset allocation: Asset allocation pyramid, investor life cycle approach. Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

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

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

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

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

Suggestive Readings (latest edition of readings to be used)
1. Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management,* (6th edition), Pearson Education.
2. Ranganathan, M., &Madhumathi, R. (2006). *Investment Analysis and Portfolio Management*. Pearson Education.

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DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-8)

DSE 8: DIGITAL FINANCE

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Digital Finance (DSE 8)	4	3	1	0	Class XII	Basics of Finance

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

Learning Outcomes
On successful completion of the course the learner will be able to:
- Describe the nature of the digital revolution in finance

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

SYLLABUS OF DSE 8

Unit 1: Digital Transformation of Finance   **(11 Hours)**

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

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

Unit 2: Payment Systems   **(11 Hours)**

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

Unit 3: Crypto Assets and Blockchains   **(12 Hours)**

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

Unit 4: FinTech, Big Data Analytics and New Financial Business Models   (11 Hour)

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

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

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

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

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

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

DSE 14: International Finance

Credit distribution, Eligibility and Pre-requisites of the Course

Learning Objectives:
- To equip students with the techniques that can help them in managing the financial issues in the international environment.

Learning Outcomes:

On successful completion of his course, the students will be able to:
- Explain international financial tactics including the international trade, international investment scenario and various kinds of exposures.
- Describe foreign exchange management techniques including hedging, currency arbitrage, etc.
- Comprehend and evaluate multinational working capital efficiently and effectively.
- Describe and manage the MNC risk.

Syllabus DSE 14:

Unit 1: International Trade and International Financial Systems.   (6 hours)
Concept of International Trade, Theories of International Trade. Balance of Payments (BoP) of India. International Monetary System: Different types of Exchange Rate Mechanisms – the Classical Gold Standard, the Gold Exchange Standard, The Bretton Woods System, Current Monetary System.

Unit 2: Forex Market and Forecasting Exchange Rate   (15 hours)
Foreign Exchange Management: Forex Market – Spot and Forward market, Quotations – Direct, Indirect and Cross currency; Types of Transactions and their Settlement Dates. Forward rates, Swaps. Discounts and Premiums in Forward Market. Currency Arbitrage in Spot Markets.
Exchange Rate Determination and Forecasting: Models of Exchange Rate Forecasting, Purchasing Power Parity, The Fisher Effect, The International Fisher Effect, Interest Rate Parity Theory, Forward Rate as an Unbiased Predictor. Factors affecting Exchange Rates.

Unit 3: Managing Foreign Exchange Exposures   (12 hours)
Foreign Exchange Exposures – Translation Exposure, Economic Exposure, and Transaction Exposure. Management of Translation Exposure – Alternative Currency Translation Methods. Management of Economic Exposure – Measuring Economic Exposure, Managing Operating Exposure. Management of Transaction Exposure – Forward Market Hedge, Money Market Hedge, and Options Market Hedge.

Unit 4: Multinational Financial Management   (12 hours)
International Project Appraisal – APV method. Multinational Working Capital Management: Multinational Cash Management (Bilateral and Multilateral Netting). Measuring and Managing Political

Risk. International Investment Management: International Portfolio Investment – The Risks and Benefits of International Equity Investing, International Diversification, International Bond Investing, Optimal International Asset Allocation, Measuring Returns from Foreign Portfolio Investment. Raising Funds from abroad – GDR, ADR, Euro bonds, and Global bonds.

Essential/recommended Readings (latest editions of readings to be used)
   1. PG Apte; *International Financial Management*, Tata McGraw Hill. (Latest Edition)
   2. Alan C. Shapiro, *Multinational Financial Management*, Prentice Hall (Latest Edition)

Suggestive Readings (latest editions of readings to be used)
   1. Eun Cheol S. and Resnick, Bruce G. *"International Financial Management",* McGraw Hill.
   2. Maurice D. Levi, "*International Finance",* Routledge, Taylor & Francis
   Group.

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DSE 15: Derivatives and Financial Risk 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		
Derivatives and Financial Risk Management (DSE 15)	4	3	1	0	Class XII	Basics of Finance

Learning Objectives:
- To equip students with principles and techniques of Derivatives and its Greeks, and Risk Management through stock market.

Learning Outcomes:
- Explain derivative such as forward, futures, options, trading strategies etc.
- Evaluate risk Management using forward, futures, options.
- Analyse option pricing models

Syllabus DSE 15

Unit 1: Spot, Forwards and Futures   (12 hours)
Define Risk. Managing Risk. Type of Risks. Introduction of Spot Market. History of derivatives and origin of derivatives in India. Convergence of Spot and Futures. Participants of Derivatives Markets. Valuation of Forwards and Futures. Contango and Backwardation. Hedging: Long security-sell futures, Speculation: With and Without derivative market, Arbitrage: Buy spot-sell futures & Sell Spot-Buy futures.

Unit 2: Risk Management with Currency Market   (12 hours)
Currency futures: understand and valuation, Quotations- direct, indirect. Calculation of Bid & Ask in cross currency Pair. Hedging with futures: Concept of Basis & impact of change in basis on Payment/receivables. Hedging with Forwards: Early Delivery, Early Cancelation, Early Extension, Maturity Cancelation and Maturity Extension.

Unit 3: Options and Trading Strategies   (12 hours)
Options: Type – Call and Put of European options and their payoffs. Calculation of P/L in Option Trade. Factors affecting option Prices. Upper Bound and Lower Bound of Call and Put option with and without dividend. Put – call parity theorem. Spreads (Bull, Bear, Box, Butterfly and Calendar Spread), combinations (Straddle, Strangle, Strip, Straps).

Unit 4: Option Valuation & Managing Risk with Option   (9 hours)
Binomial model: One Period, Two Period and multiple Period. Black-Scholes option model (For stock and currency both) with and without dividend. Managing Delta, Delta zero portfolio,

Essential/recommended Readings (latest editions of readings to be used)
1. John C. Hull. Options, *Futures and Other Derivatives* (Eighth ed.). Pearson Education (Latest Edition).

Suggestive Readings (latest editions of readings to be used)

1. https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20(new%20workbook%20effective%2021-Feb-2012).pdf
2. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
3. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead.
4. K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India.
5. McDonald, Derivatives Markets, (latest ed.), Pearson.
6. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
7. Chance, 2003, Analysis of Derivatives for the CFA Program

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DSE 16: Strategic Corporate Finance

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Strategic Corporate Finance (DSE 16)	4	3	1	0	Class XII	Basics of Finance

Learning Objectives:
- Understand the details of corporate finance and the strategies involved in corporate decisions.
- Develop understanding of corporate issues and challenges.

Learning Outcomes:
- Explain the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization
- Conduct risk and sensitivity analysis on real time basis on varied projects.
- To enable the student to identify the key themes in corporate finance.

Syllabus DSE 16:

Unit 1: Introduction to Strategic Corporate Finance   (9 Hours)
Significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs, Irrelevant costs, Different types of strategic costing and their relevance and Strategic cost reduction techniques.

Unit 2: Real Options and Management Buy-outs   (12 Hours)
Real options: Financial and real options compared, various types of real options, the Black Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.
Management Buy-outs: Establishing feasibility of the buy-out, Negotiation, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders.
Management Buy-ins: Management Buy-in/Buy-outs ("BIMBOs"), Vendor-initiated buyouts/buy-ins.

Unit 3: Fundraising, Financial Distress & Restructuring, Company Disposal (15 Hours)
Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy. Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching and negotiation, calculation of the various tax implications.

Unit 4: Company Valuation   (9 Hours)

Company Valuation: an overview of valuation, valuation principles and practices, the impact of "what if" scenarios, Value enhancement tools & techniques. Strategic risk management: the substitutability of capital structure and risk management choices, financial, physical, and operational hedging.

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

1. Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure; John Wiley & Sons, Inc. (Latest Edition)

2. Aswath Damodaran: Corporate finance theory and practice; John Wiley & Sons. (Latest Edition)

3. Jakhotia: Strategic Financial Management, Vikas Publication. (Latest Edition)

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

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.

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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. Retreived 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 defenceexportsS. 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**

INTERNATIONAL TRADE AND DOCUMENTATION

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 3

Unit 1: Introduction to International Trade (9 Hours)

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

Unit 2: India's Foreign Trade (12 Hours)

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

Unit 3: Export Assistance in India (12 Hours)

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

Unit 4: International Documentation (12 Hours)

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

Essential/recommendation Readings (latest editions of readings to be used)
1. Cherunilam, F. International Trade and Export Management. Himalaya Publishing House
2. Agarwal, O.P. & Chaudhuri, B.K. Foreign Trade and Foreign Exchange. Himalaya Publishing House.

Suggestive Readings (latest editions of readings to be used)
1. Rao, M.B. and Guru, Manjula: WTO and International Trade. Vikas Publishing House
2. Mahajan, V.S.: India's Foreign Trade and Balance of Payments. Deep & Deep Publications
3. Jeevanandam, C.: Foreign Exchange and Risk Management. Sultan Chand & Sons

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GLOBAL TRADE MANAGEMENT (BARRIERS AND BLOCS)

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

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

SYLLABUS FOR DSE 7
Unit 1: Global Business Environment (12 Hours)
Theories of international business – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, Competitive Advantage. National Differences, National Differences under PESTEL: Culture, Bureaucracy, CSR, Environmental Consciousness and Sustainability. Porter's Diamond model of National Competitiveness. Doing business globally; supply chain management; currency management; raising capital; making payments for internationally traded goods and services; ease of doing business; marketing across cultures; pricing; costing for internally traded goods and services; dispersed manufacturing; import-export. Introduction to Analytics for global business operations. Trade hubs. Key regions, companies and countries impacting global trade.

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

Unit 2: Globalization and Free Trade (12 Hours)

Globalization: Meaning, Definition, Features, Advantages and Disadvantages. Challenges to global operations: Socio–Cultural, Political, Legal and Economic Implications. Globalization and India: GATT, WTO, Intellectual Property Rights, Industrial promotion schemes such as SEZs and Atmanirbhar Bharat, TRIPS Agreements, India's Trade Policy. Globalisation of Indian Businesses. Concept of global free trade: role of global bodies such as WTO, IMF; ethical issues; biases and restrictions; global climate agreements; enforcement of global trade pacts and regulations; trade sanctions; preferential and non-preferential treatments

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

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

Unit 3: International Business Management (10 Hours)

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

Challenges to international business operations and trade barriers.

Unit 4: Protectionism and Trade Barriers (11Hours)

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

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

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

Current scenario of trade barriers and protectionism.

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

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

Suggestive Readings (latest edition of readings to be used)

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

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

GLOBAL SUPPLY CHAIN MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Global Supply Chain Management (DSE 8)	4	3	1	0	Class XII	Basics of Marketing and Operations

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

Learning Outcomes
On successful completion of the course the learner will be able to:
● Define supply chain and its role in organisation.
● Analyse the significance of supply chain strategy in overall business.
● Explain the role of Marketing, Operations, Sourcing and Logistics in supply chain management.
● Evaluate different methods of forecasting and demand planning and maintaining inventory management.
● Analyse the importance of quality control through six-sigma and identify how it affects the sustainability in SCM.

SYLLABUS FOR DSE 8

Unit 1: SCM Strategies and Systems   **(12 Hours)**
Introduction To Global Supply Chain Management: Characteristics of a Competitive Supply Chain, Trends in SCM,; Examples from Different Industries, Services & Continents; Supply Chain Strategy: Achieving a Competitive Advantage, Building Blocks of Supply Chain Strategy, Supply Chain Strategic Design, Strategic Considerations, Productivity as a Measure of Competitiveness; Network and System Design: The Supply Chain System, Designing Supply Chain Networks. Special relevance of SCM for global operations.

Unit 2: Operations, Sourcing And Logistics   **(12 Hours)**
Customer-Driven Supply Chains, Delivering Value to Customers, Global channels of Distribution; International operations Management: Product Design, International Process Design, Facility Layout, Process Automation; International Sourcing: Sourcing and SCM, Measuring Sourcing Performance;

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

Unit 3: Forecasting and demand planning (12 Hours)
Role of Forecasting and Demand Planning in SCM: Collaborative Forecasting and Demand Planning, Bull-whip effect. Role of Inventory Management in SCM: Basics of Inventory Management, Inventory Systems, Managing Supply Chain Inventory. Lean Systems and Six-Sigma Quality: Lean Production, Total Quality Management (TQM), Statistical Quality Control (SQC), Six Sigma Quality, The Lean Six Sigma Supply Chain. Variables affecting globally long supply chains.

Unit 4: Sustainable Supply Chain Management (9 Hours)
Supply Chain Relationship Management: Supplier-Retailer Relationships, The Role of Trust. Global Supply Chain Management: Global Market Challenges, Global Infrastructure Design, Cost Considerations, Political and Economic issues. Sustainable Supply Chain Management: Growing trend in sustainable supply chain operations; Evaluating Sustainability in SCM, Sustainability in Practice. Role of IT in SCM: Enterprise Resource Planning (ERP), Tracking; RFID, Digitally networked planning.

Essential/recommended Readings (latest editions of readings to be used)
1. Sanders, N.R. (2017). Supply Chain Management: A Global Perspective. Wiley.
2. Ivanov, D., Tsipoulanidis, A., &Schönberger, J. (2021). Global Supply Chain and Operations Management. Springer.

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

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

INTERNATIONAL EXPANSION STRATEGIES

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Expansion Strategies (DSE 9)	4	3	1	0	Class XII	Concepts of International Marketing

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

Learning Outcomes

On successful completion of the course the learner will be able to:
- Reproduce factors that impact international expansion.
- Interpret and have a deeper understanding of the various strategies companies can adopt while expanding abroad.
- Organise their knowledge to develop a better understanding of the various challenges that a company faces in international operations.
- Recognize and articulate strategies and actions to help manage international expansion challenges and risks.

SYLLABUS FOR DSE 9

Unit 1: Introduction   (6 Hours)

Reasons behind international expansion; types of MNCs; basic factors to consider while expanding abroad; Market Analysis tool: Porter's Five Forces, PESTEL, Porter's Diamond Model.

Unit 2: International Expansion Choices   (15 Hours)

Assessing market potential: Demographics, Segmentation, Market behaviour and operational challenges.

Tools for assessing market attractiveness: Ghemawat's CAGE framework, Ghemawat's AAA Framework, Ease of Doing Business.

Selling in specific markets: Developed, Developing/ Emerging, Post-Communist; "Right" Market to enter and "Right" Time to enter;

Product and Market Fit: Who, What, Where, Why, and How are we selling; Customer needs (of the new/foreign market); own capabilities in product development and IP capabilities; Positioning; Market realities.

Market Entry planning: Operational needs and challenges; Location of manufacturing facilities; Location of IP development and management facilities; Labelling and Packaging (Export and Retail); Inport and Export laws and taxes, local business customs and processes, cultural variables and their impact on doing business locally, business risks.

Balance between local and international operations: Which parts to bring in from abroad and what to manufacture locally, IP development centres, level of independence of local operations; managing globally dispersed operations and activities; identifying and adapting to cultural and operational differences amongst home country and non-home country operations and markets.

Unit 3: International Expansion Strategies   (15 Hours)
Strategies: Distributor model; Licencing; Franchising; Joint Ventures; Strategic Alliances; Own Operations: Mergers, Acquisitions, Green-field and Brown-field expansion.

Challenges: regulatory environment, sops, staffing, export-import regulations and restrictions, currency conversion, national level variables and advantages, supply chain, infrastructure, financing and funding, new product development; long-term business risks.

Unit 4: Realities of International Operations   (9 Hours)
Global competition: Product Development, E- Commerce, Pricing.

Competition from local players: Protectionism, market understanding, tactics used by local players to protect their markets, role and relevance of local partners for specific business activities, amount of resources (raw materials, infrastructure, distribution networks) available in the market, advantages possessed by local players as compared to international companies.

Sources of competitive advantage for international companies (from outside the new market): Supply chain, manufacturing facilities; raising resources and finances; operational excellence and practices, quality partners and vendors.

Managing Risks in International Business operations.

Essential/recommended Readings (latest editions of readings to be used)
1. Wild, J.J. and Wild, K.L. (2021). *International Business: The Challenges of Globalization*. (9th edition). Pearson.
2. Bartlett, Christopher, A. (2013). *Transnational Management: Text and Cases in Cross Border Management.* (7th edition). McGraw-Hill.
3. Hopkins, Raymond A. (2017). *Grow Your Global Markets.* (1st edition). Apress.
4. Cateora, P.R. & Graham, J.L. (2010). *International Marketing.* (15th edition). Tata McGraw Hill.

Suggestive Readings (latest editions of readings to be used)

1. Salwan, P., Daniels, J.D., Radenbaugh, L.H. and Sullivan, D.P. (2016). *International Business.* (15th edition). Pearson Education.
2. Peng, M.W. & Srivastava, D.K. (2019). *Global Business.* (1st edition). Cengage Learning.
3. Keega, W.J.& Green, M.C. (2014). *Global Marketing Management.* (1st edition). Prentice Hall India.
4. Muhlbacher, H., Dahringer, L. &Leihs, H. (1999). *International Marketing: A Global Perspective.* (2nd edition). Cengage Learning.
5. Joshi, Rakesh M. (2014). *International Marketing.* (2nd edition). Oxford University Press.
6. Varshney, R.L & Bhattacharya, B. (2015). *International Marketing Management: An Indian Perspective.* (1st edition). Sultan Chand & Sons.

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COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

GENERIC ELECTIVES (GE-1): MANAGEMENT WISDOM FROM INDIA

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Management Wisdom From India (GE 1)	4	3	1	0	Class XII	Concepts of management	Management Studies

Learning Objectives

- This course aims to bring management education and research in India in line with its needs to tackle contemporary challenges
- The course helps learners develop management models that are rooted in India's spiritual and cultural ethos.
- This course attempts to highlight innovative uses of Indian Management thought in the VUCA world of today.

Learning Outcomes

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

- Interpret the various theories, concepts and ideas that constitute 'received knowledge' of Indian Management.
- Learn how to compare and contrast Indian management thought with Western concepts.
- Illustrate ways of how to apply Indian management thought more effectively in an organisation setting.
- Evaluate 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	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Fundamentals of OrganisationalBehaviour (GE 2)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives

● Explain the concepts in organisationalbehaviour 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 Miffin Company-New York.

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

GENERIC ELECTIVES (GE-3): FINANCE FOR NON FINANCE EXECUTIVES

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective
● To familiarisenon finance executives with the essentials of finance and investments.

Learning Outcomes
On successful completion of the course the learner will be able to:
● Examine Investment Environment and concept of Return & Risk.
● Analyse bond valuation & role of credit rating agencies.
● Examine equity analysis approaches.
● Evaluate two securities portfolios using the Harry Markowitz model and understand CAPM.
● 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.

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GENERIC ELECTIVES (GE-4): WEALTH MANAGEMENT

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Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Cr edi ts	Credit distribution of the course			Eligibili ty criteria	Pre- requisite of the course	Department offering the course
		Lect ure	Tutori al	Practical/ Practice			
Wealth Management (GE 4)	4	3	1	0	Class XII	None	Management Studies

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

Learning Outcomes
On successful completion of the course the learner will be able to:
- Explore various aspects related to wealth management.
- Describe 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.
- Conduct security analysis using different approaches.
- Explore basic approaches to managing portfolios.

SYLLABUS OF GE-4

Unit 1: Basics of Wealth Management and Investments   **(9 hours)**
Introduction to Wealth Management, Need for Wealth Management, Components of Wealth Management, Process of Wealth Management. Concept of Investment, Financial Investment Vs. Real Investment, Investment Vs. Speculation, Objectives or Features of Investment, Risk Return Trade Off, Investment Environment – Overview of Securities Market and Different Types of Financial Investment. Investment Decision Process, Direct Investing Vs Indirect Investing, Approaches to Investing – Active Vs Passive.

Unit 2: Risk – Return Analysis   **(12 hours)**
Concepts of Return and Risk, Types of Return (their calculation & utility): Absolute Return, Average

Return, Expected Return, Holding Period Return, Effective Annualised Return, Portfolio Return, Risk-Adjusted Return. Causes (or Sources) and Types of Risk – Systematic and Unsystematic Risk, Components of Systematic and Unsystematic Risk. Calculation of Total, Systematic and Unsystematic Risk. Impact of Taxes and Inflation on Investment – Computation of Post Tax and Real Returns.

Unit 3: Security Analysis (12 hours)
Approaches to Security Analysis – Fundamental Analysis, Technical Analysis, and Efficient Market Hypothesis (EMH). Fundamental Analysis – EIC Framework, Economic Analysis, Industry Analysis, and Company Analysis. Technical Analysis – Basic Tenets of Technical Analysis, Tool of Technical Analysis – Charts, and Technical Indicators, Limitations of Technical Analysis. Difference between Fundamental Analysis and Technical Analysis.

Unit 4: Portfolio Management & Estate Planning (12 hours)
Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation. Asset allocation: Asset allocation pyramid, investor life cycle approach. Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing. Portfolio Analysis – Portfolio Risk and Portfolio Return. Estate Planning – Fundamentals of Estate Planning, Impact of Property Ownership and Beneficiary Designations, Estate Planning Documents, and Executing Basic Estate Planning.

Essential/recommended Readings (latest edition of readings to be used)
1. Tripathi, V. (2019). *Security Analysis and Portfolio Management: Text and Cases*. Taxmann Publications
2. Chandra, P. (2021). *Investment Analysis and Portfolio Management.* (6th ed.). McGraw Hill Education.

Suggestive Readings (latest edition of readings to be used)
1. Billingsley, R., Gitman, L. J., &Joehnk, M. D. (2020). *Personal Financial Planning*. (15th ed.). Cengage Learning.
2. Tillery, S., & Tillery, T. (2018). *Essentials of Personal Financial Planning* (1st ed.). Wiley.
3. Singh, R. (2017). *Security Analysis and Portfolio Management* (2nd ed.). Excel Books.

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

GENERIC ELECTIVES (GE-5): FUNDAMENTALS OF MARKETING MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Fundamentals of Marketing Management (GE 5)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives
- To introduce the nature, scope, and importance of marketing and its evolution over time.
- To explain the core marketing concepts and the various company orientations.
- To explain the various product decisions, including the product life cycle, product classification, product line decision, product mix decision, brand
- ing 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:
- Describe the nature, scope, and importance of marketing and its evolution over time.
- Explain the core marketing concepts and the various company orientations.
- Identify and analyze the various factors affecting the marketing environment in the Indian context.
- Apply the concepts of segmentation, targeting, and positioning to develop effective marketing strategies.
- Conduct informed decisions regarding product decisions, including the product life cycle, product classification, product line decision, product mix decision, branding decisions, packaging and labeling.
- Analyze the various pricing methods and determinants of price, as well as promotion decisions and marketing channel decisions, to develop effective marketing strategies.
- 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.

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Dynamics of Start Ups (GE 6)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives
- 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:
- Explain 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)

2. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2021). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
3. Kuratko, D. F., & Hodgetts, R. M. (2020). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
4. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson.
5. Spinelli, S., Adams, R. J., & Timmons, J. A. (2018). *New venture creation: Entrepreneurship for the 21st century* (11th ed.). McGraw-Hill Education.
6. 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.

DISCIPLINE SPECIFIC CORE

(Courses **not** highlighted in yellow have already been passed by AC,EC**)**
SEM VII: DSC 19 Start up Development and Growth Strategies
SEM VIII: DSC 20 Management Information Systems

DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

1. **DSE SEM VII- Research Methodology**

S. No.	VII Semesters	S. No.	VIII Semesters
FINANCE SPECIALISATION COURSES (Highlighted papers are new, rest all approved in previous semesters)			
1.	Project Appraisal, Financing and Control	1.	Mergers Acquisitions and Corporate Restructuring
2.	Insurance	2.	Investment Banking and Financial Services
3.	Financial Planning	3.	Earnings Management
4.	Security Analysis & Portfolio Management	4.	Business Analysis and Valuation
5.	Digital Finance	5.	Advanced Derivatives
6.	International Finance	6.	Financial Econometrics
7.	Derivatives & Financial Risk Management	7.	Behavioural Finance
8.	Strategic Corporate Finance	8.	Microfinance

S. No.	VII Semesters	S. No.	VIII Semesters
MARKETING SPECIALISATION COURSES			
1.	Retail Management	1.	Integrated Marketing Communications

2.	Marketing of Services	2.	Brand Management
3.	E-Commerce	3.	Sales and Distribution Management
4.	Consumer Behavior	4.	International Marketing
5.	Digital Marketing	5.	Supply Chain Management
6.	Customer Relationship Management	6.	Product Management

HUMAN RESOURCE MANAGEMENT SPECIALISATION COURSES			
S. No.	VII Semesters	S. No.	VIII Semesters
1.	Industrial Relations	1.	Recruitment and Selection Management
2.	Training and Management Development	2.	Workforce Diversity
3.	Performance Management	3.	Negotiations
4.	Human Resource Planning	4.	International Human Resource Management
5.	Talent and Competency Management	5.	Compensation Management
6.		6.	HRD: Systems and Strategies
		7	Organizational Change and Development

GLOBAL MANAGEMENT SPECIALISATION COURSES			
S. No.	VII Semesters	S. No.	VIII Semesters

1.	Global Marketing	1.	India and World Economy
2.	Geopolitics and International Trade	2.	Multinational Business Finance
3.	International Trade and Documentation	3.	TransnationalHumanResource Management
4.	Global Trade Management (Barriers and Blocs)	4.	Corporate Taxation for Global Companies
5.	Global Supply Chain Management	5.	Legal and Financial Aspects of International Trade
6.	International Expansion Strategies	6.	Multinational Operations

GENERIC ELECTIVE (GE) COURSES

GENERAL MANAGEMENT*			
S. No.	VII Semesters	S. No.	VIII Semesters
1.	Management Wisdom from India	1.	Family Business and Management
2.	Fundamentals of Organizational Behaviour	2.	Financial Planning for Individuals
3.	Finance for Non-Finance Executives	3.	Introduction to International Business
4.	Wealth Management	4.	Personal Selling
5	Fundamentals of Marketing Management	5.	Basics of Human Resource Management
6	Dynamics of Start-Ups	6	Ethics and Governance in Business

DSC 20: Management Information Systems

Credit 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 Information System (DSC 20)	4	3	1	0	Class XII	NIL

Learning Objective(s):
- Develop a macro-level perspective of the information technology to create sustainable competitive advantage in respective industries.
- Understand the significance of IT related decisions made by organizations.

Learning Outcomes
- Explain the utilization of information technology by organizations.
- Examine computer-based information systems and their relevance for organizations.
- Discuss the importance of system development and system life cycle.

Syllabus DSC 20:

Unit 1: Introduction   (9 hours)
Introduction: Definition, Purpose, Objectives, and Role of MIS in Organization.
Information forDecision Making: Meaning and importance, Sources and Types of Information, Relevance of Information in Decision Making.

Unit 2: System Design Analysis   (12 hours)
System design and analysis: Assessing Information needs of the Organization. System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc.; System Approaches – System Development Life Cycle (SDLC), Prototyping, End User Development, Waterfall and Spiral method, System Analysis, Design and Implementation. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making, Emerging Technology Issues

Unit 3: Types of Information System   (12 hours)

Types of information system: Transaction Processing System, Expert System, Decision Support System, Executive Information system and Knowledge Management System. Information Technology: Recent Developments in the Field of Information Technology, Impact of IT on Organisation, Multimedia Approach to Information Processing

Unit 4: Emerging Concepts in Information Systems   (12 hours)
Emerging Concepts and Issues in Information Systems: ERP - An overview, Characteristics, and Role of ERP in Business Organization, Customer Relationship Management, Business Intelligence, Introduction to Database, Data Warehousing, Data

Mining and its Applications, MIS and Information Security Challenges (Introductory aspects only). Cases on strategic use of IT in different industries.

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

1. Davis, G., & Margrethe, O.(2017). *Management Information System: Conceptual Foundations – Structure and Development* (2nd ed.). McGraw Hill Education.
2. Effy, OZ. (2013), *Management information systems* (6th Edition). USA: Cengage Learning.
3. Efraim, T., &Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7th ed.).NY: John Wiley & Sons.

Suggestive Readings (latest editions of readings to be used)
1. Kelley, G.(2008).*Selected readings on information technology management: Contemporary issues.* New York: Information Science Reference.
2. Rainer, R.K.,& Prince, B. (2015). *Management Information Systems: Moving Business Forward*. John Wiley & Sons.
3. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2nded.). New Delhi: Prentice Hall of India.
4. Laudon, K. C., & Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15thed.). New Delhi: Pearson Education.
5. O'Brien, J. A., &Marakas, G. (2017). *Management information systems*(10thed.).McGraw Hill Education.

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

DSE 4: INTEGRATED MARKETING COMMUNICATION

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Describe the purpose and importance of IMC and Social and ethical aspects of IMC.
- Develop the creative aspects of advertising and media strategy.
- Analyse the concepts of the choice of different elements of IMC
- Evaluate the effectiveness of the promotional program, Social and Cultural consequences, Economic effects of advertising.

SYLLABUS OF DSE 4

Unit 1: Introduction to IMC and the Communications Process   (9 Hours)
Evolution of IMC and reasons for its growth, promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing Process, Communication Process; Traditional & Alternative Response Hierarchy models. Setting objectives for the IMC Program, Establishing and Allocation of Promotional budget. Social and ethical aspects of IMC.

Unit 2: Creative and Media Strategy   (12 Hours)
The Creative Process, Inputs to the Creative Process, Advertising Appeals, Media planning and scheduling; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; introduction to broadcast, print, support media; Digital and Social media marketing.

Unit 3: Others Tools of IMC   (12 Hours)
Evaluating Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal

Selling: Objectives and Types of Direct Marketing, Advantages and Disadvantages ofDirectMarketing, Objectives of Interactive Media Marketing, Measures of Effectiveness onInternet,Advantages and Disadvantages of Internet, Growth of Sales Promotions, Types ofSalesPromotions: Consumer and Trade Promotions, Process, Advantages and Disadvantages ofPublicRelations, Publicity: Advantages and Disadvantages, Nature, Advantages andDisadvantages ofPersonal Selling.

Unit 4: Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects   **(12 Hour)**
Measuring Effectiveness: Arguments for and against, Advertising Research – What, When,Where& How, Testing Process. Advertising and Promotion Ethics, Advertising and Children,Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising.

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

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

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DSE 5: BRAND MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Brand Management (DSE 5)	4	3	1	0	Class XII	Basics of marketing

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 5

Unit 1: Introduction to Brand Management   **(12 Hours)**

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

Unit 2: Developing Brand Equity   **(9 Hours)**

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

Unit 3: Developing Brand Elements (12 Hours)

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options& tactics for brand elements - Brand name, Naming guidelines, Naming procedure, Awareness,Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans &jingles, Packaging. Designing Marketing Programs to build Brand Equity: New perspectives onMarketing, Product Strategy, Pricing Strategy and Channel Strategy. Leveraging SecondaryBrand Associations to build Brand Equity: Conceptualising the leveraging Concept, Company,Country of Origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsements, Sporting, Cultural and Other Events.

Unit 4: Managing Brand Overtime (12 Hours)

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

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

1. Keller, K.L., Parameswaran, Ambi M.G., & Jacob, I. (2016). *Strategic Brand Management, Building, Measuring & Managing Brand Equity*. 4th edition. Pearson.
2. Verma, H. V. (2007). *Brand Management: Text and Cases*. 2nd edition. Excel Books India.
3. Kapferer, J.N. *The New Strategic Brand Management –Advanced Insights and StrategicThinking.* (5th ed.). London: Kogan Page.
4. Sengupta, S. (2004). *Brand Positioning: Strategies for Competitive Advantage*. 2nd edition. McGrawHill Higher Education.

Suggestive Readings (latest edition of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-6)

DSE 6: SALES AND DISTRIBUTION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective
● To understand the evolution of sales management and its importance in modern day business.
● To understand the overall sales management process and various theories of selling.
● To understand actual means of distribution and it's management
● To understand and analyze the Logistics management

Learning Outcomes
On successful completion of the course the learner will be able to:
● Differentiate and implement different types of personal selling and selling skills.
● Explain the sales management process and its various stages.
● Design a customer-oriented distribution channel.
● Manage channel member behavior and resolve channel conflict

SYLLABUS OF DSE 6
Unit 1 (9 Hours)

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

Unit 2 (12 Hours)

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

Unit 3   **(12 Hours)**

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

Unit 4   **(12 Hours)**

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

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

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

Suggestive Readings (latest edition of readings to be used)

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

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

DSE 10: INTERNATIONAL MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Cred its	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutori a l	Practical/ Practice		
International Marketing (DSE 10)	4	3	1	0	Class XII	Basics o f Marketing

Learning Objectives

- Identify and understand the various cultural and regional variables (and their degree of impact) and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact.
- Understand the nuances of international marketing related activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.
- Anticipate changes in the operating environment of a business on a global level.
- Read, understand, relate and be able to utilise/implement the ideas of great thinkers and researchers in the field of global business, marketing and management.

Learning Outcomes

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

- Identify the key skills that a (good) business (international) manager should have.
- Articulate factors that promote business and business environments.
- Implement various tools and actions for a beneficial situation within a given operating (business) environment.
- Fundamentals of sustainable (profitable) business growth with focus on international expansion, operating in multiple markets, new business opportunities and market analysis.
- Articulate the various support systems that a business can use and access (governmental interventions and policies; operating market level advantages such as access to capital, quality and quantity of labour available; availability of land; size, purchasing power and buying behaviour of the target market; MNC level advantages; etc.)

SYLLABUS OF DSE 10

Unit 1   **(9 Hours)**

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

Unit 2   **(12 Hours)**

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

Gender biases, Festivals, Buying Behaviour; PESTEL; Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

Unit 3   **(12 Hours)**

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

Unit 4   **(12 Hours)**

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

Essential/recommended Readings (latest editions of readings to be used)
1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Joshi, Rakesh Mohan: International Marketing, Oxford University Press.

Suggested Readings (latest editions of readings to be used)
1. Keega, Warren J. (2010). *Global Marketing Management*. (15 edition). Prentice Hall India.
2. Muhlbache, Hans. (1999). *International Marketing-A Global Perspective*. (2 edition). Cengage Learning.
3. Varshney & Bhattacharya. (2015). *International Marketing Management*. Sultan Chand & Sons.

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

DSE 11: SUPPLY CHAIN MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Supply Chain Management (DSE 11)	4	3	1	0	Class XII	Basics of Marketing

Learning Objectives
- Explain the primary differences between logistics and supply chain management.
- Describe the key processes involved in supply chain management and their interrelationships within individual companies and across the supply chain.
- Evaluate the management components of supply chain management, including procurement, production, transportation, and warehousing.
- Identify and analyze the tools and techniques useful in implementing supply chain management, such as demand forecasting, inventory management, and supplier relationship management.

Learning Outcomes

On successful completion of the course the learner will be able to:
- Define supply chain management and its key activities.
- Descirbe the competitive and supply chain strategies.
- Explain the role of supply chain in business operations and how to deal with challenges in it.
- Assess the effectiveness of different strategies for addressing supply chain challenges.
- Analyse the factors that influence supply chain performance.
- Develop a plan to integrate different components of supply chain.

SYLLABUS OF DSE 11

Unit 1: Introduction to Supply Chain Management. (9 Hours) Basic concept, Transportations, Inventory, Warehousing, Managing logistics, Challenges in supply chain management, Trends in supply chain management, Impact of business environment on supply chain management.

Unit 2: Supply Chain Strategies (12 Hours)
Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit.

Unit 3: Supply Chain Integration (12 Hours)
Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull

based supply chain, Demand Forecasting in a Supply Chain (CPFR Model), SCORE Model, Quality Control, Managing inventory in SC environment: Transportation in SC environment.

Unit 4: Strategic Alliances (12 Hours)

Strategic Alliances, Third party and fourth party logistics, Reverse Logistics, Retailer- Supplier partnerships (RSP),Contract Sharing, Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

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

1. Ballou, R. H., & Srivastava, S. K. (2007). *Business Logistics/supply Chain Management: Planning, Organizing, and Controlling the Supply Chain*. Pearson Education India.

2. Chopra, S., &Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*.

3. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R.(2008). *Designing and Managing the Supply Chain.* Tata McGraw Hill, New Delhi.

4. Sahay, B.S. (2006), *International Journal of Physical Distribution & Logistics Management*, Vol. 36 No. 9.

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

DSE 12: PRODUCT MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Product Management (DSE 12)	4	3	1	0	Class XII	Basics of marketing

Learning Objectives
- Develop competencies required for managing products.
- Understanding of methods and iterative processes to build and deliver superior value to target users.

Learning Outcomes
On successful completion of the course the learner will be able to:
- Examine marketing orientation of a firm, category environmental analysis, global factors affecting product management.
- Analyze the financial, competitive, and growth prospects for a sector.
- Explore customer insights to develop a thorough product strategy.
- Develop skills to lead product teams and inspire stakeholders.

SYLLABUS OF DSE 12

Unit 1: Introduction to Product Management (12 Hours)

Marketing organization - Product focused, Market focused, functionally focused; Global factors affecting product management and adapting marketing organizations. The Marketing planning process -Steps and components. Defining the competitive set, levels of market competition – form, category, generic, budget; Methods for determining competition. Category environmental analysis – Porter's five forces and PESTEL.

Unit 2: Competitor Analysis, Customer Analysis and Sales Forecasting (12 Hours)

Competitor Analysis – Various sources of information, creating a product features mix, assessing competitor's objectives and strategies, Competitor marketing strategy and differential advantage analysis; Customer analysis – understanding customers and segmentation analysis; Market Potential and Sales Forecasting – Overview, Methods of Estimating Market and Sales Potential,

Sales forecasting methods - Level of Accuracy Needed, Judgment-Based Methods, Customer-Based Methods, Sales Extrapolation Methods, Model Based Methods: Using Regression Models for Forecasting, Developing Regression Models.

Unit 3: Product Strategy, Positioning, and Pricing (12 Hours)

Developing the Product Strategy – Overview, elements, objectives and selection of product alternatives, Positioning – process and product core benefit recognition and communication;

Adapting product strategy over the PLC; New Products; Pricing – Role of Marketing Strategy in Pricing, psychological aspects of pricing, Factors affecting price, Pricing tactics.

Unit 4: Integrated Marketing Communication and Marketing Metrics   **(9 Hours)**
Integrated marketing communication – Objectives, budgets and evaluation; Channel
Management – selection, types and monitoring; Marketing Metrics – Overview, Framework for
Marketing Metrics, Measurement – Customer-Based Metrics, Product-Market Metrics,
Financial Metrics, Marketing Mix Metric.

Essential/recommended Readings (latest edition of readings to be used)
1. Lehmann, D. R., Winer, R.S. Product Management. McGraw Hill Irwin.

Suggestive Readings (latest edition of readings to be used)
1. LeMay, M. Product management in practice: a real-world guide to the key
   connective role of the 21st century. O'Reilly Media, Inc.
2. Kotler, P. & Keller, K. L. Marketing Management, Pearson.
3. Kotler P, Armstrong G., Agnihotri P.Y & Ul Haq, E. Principles of Marketing - A
   South Asian Perspective, Pearson.

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

DSE 2: RECRUITMENT AND SELECTION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Cre dit s	Credit distribution of the course			Eligibilit y criteria	Pre-requisite of the course (if any)
		Lecture	**Tutor ial**	**Practical/ Practice**		
Recruitment and Selection Management (DSE 2)	4	3	1	0	Class XII	Basics of Management

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Introduction to Recruitment   (12 hours)

Work: Meaning, Evolution of Work Structure, Organizing and Logistics, Strategic Job Redesign, Role of HR in workforce planning and assessment, Recruitment: Concept, internal & external sources with benefits and limitations, Factors affecting recruitment, Designing external job posting.

Unit 2: Introduction to Selection   (12 Hours)

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

Unit 3: International approach to Recruitment and Selection   (12 Hours) International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques;

Successful expatriation, Causes of expatriate failure, female expatriation, Compensation of Expatriates.

Unit 4: Contemporary, Legal and Ethical Issues **(9 Hours)** Contemporary issues in Recruitment and Selection, Legal Compliance and Ethical Considerations, Retention Strategies, E-recruitment and E-selection

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

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

DSE 3: WORKFORCE DIVERSITY

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Workforce Diversity (DSE 3)	4	3	1	0	Class X11	Basics of Organisationa lBehaviour

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

Learning Outcomes
On successful completion of the course the learner will be able to:
● Understand the core concepts of workforce diversity and its significance.
● Understand how to develop strategies to manage diversity through training and mentoring and other programs.

- Analyze the fundamentals of global workforce diversity and ethical and legal issues in managing diversity.
- Evaluate the relationship between workforce diversity and various functions of human resource management.

SYLLABUS OF DSE 3

Unit 1: Introduction of Workforce Diversity   (12 hours) Workforce diversity – Meaning, features, significance; Workforce diversity potential pros & cons, Managing Diversity, Reverse Discrimination, Raising cross cultural consciousness.

Unit 2: Strategies to Manage Diversity   (9 hours)
Workplace Inclusion, Diversity through training and mentoring, Role of technology in Diversity, Diversity management programs, Leadership's role in leveraging diversity.

Unit 3: Global Workforce Diversity   (12 hours)
Diversity and Multiculturalism, Leveraging diversity in global virtual teams, Developing global leaders: Utilising the intercultural effectiveness competencies model; Ethical and legal issues in managing diversity.

Unit 4: Workforce Diversity and HRM Functions   (12 hours)
Recruitment and retaining diverse workforce, Diversity and performance management, Diversity and Work-life balance, Workforce diversity as a determinant of sustainable competitive advantage.

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

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

DSE 4: NEGOTIATIONS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Negotiations (DSE 4)	4	3	1	0	Class X11	Basics of OrganisationalBehaviour

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

Learning Outcomes:

On successful completion of the course the learner will be able to:
- Explain the nature, process, types and tactics of negotiation.
- Examine and practice the communication skills and persuasion tactics necessary for effective negotiation, finding and using power in negotiation.
- Conduct negotiation strategies to achieve goals without jeopardizing relationships.
- Apply negotiation concepts to build competence in handling multiparty negotiation, third- party negotiation and resolving impasse in negotiations.

SYLLABUS OF DSE 4

Unit 1: Negotiation Meaning and Styles (12 Hours)

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

Unit 2: Negotiation Styles and Skills (12 Hours)

Negotiation Styles: Meaning, Types, Developing Effective Negotiating Style; Communication in Negotiation: Defining Communication, Kinesthetic Communication, Decoding Communication for Negotiation; Persuasion in Negotiations: Theory and Tactics; Perception and Cognition: Perceptual Distortion, Cognitive Biases in Negotiation, Managing misperception and cognitive

biases in negotiation; Finding and Using Power in Negotiation: Importance, Definition, Sources of Power; Negotiation Ethics.

Unit 3: Relationships in Negotiation (12 Hours)
Challenges, Role of Trust, Reputation and Justice in managing Negotiation within Relationships; Repairing a Relationship; Influence of Culture and Gender on Negotiations: Meaning of Culture, Norms and Values, Negotiation Issues Sensitive to Culture, Culturally Responsive Negotiation Strategies; Gender Differences in Negotiation; Negotiation Via Information Technology: Place – Time Model of Social Interaction, Effects on Social Behavior, Strategies for enhancing Technology– Mediated Negotiations.

Unit 4: Multiple Parties, Groups and Teams in Negotiation (9 Hours) Analysing Multiparty Negotiation, Coalitions, Principal-Agent Negotiations, Constituent Relationships, Team Negotiation, Intergroup Negotiation; Third-party Negotiation: Conciliation, Mediation, Arbitration, Collective Bargaining, Qualities of a Mediator; Resolving Impasse in Negotiations: Barriers in Negotiation, Causes and Sources of Impasses, Overcoming Barriers, Overcoming Impasses, Alternative Dispute Resolution (ADR).

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

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

DSE 9: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibilit y criteria	Pre-requisite of the course (if any)
		Lectu re	Tutori a l	Practical/ Practice		
International Human Resource Management (DSE 9)	4	3	1	0	Class X11	Basics of Human Resource Management

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

Learning Outcomes:

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

- Analyse the impact of culture on Human Resource Management,how HRM differs across cultures and comprehend issues and challenges pertaining to International HRM.
- Explain how International HR managers can develop competencies in dealing with cross-cultural issues.
- Explore the fundamentals of International HRM planning and staffing.
- Design the key elements of International HR performance appraisal and selection.
- Evaluate the functional role of HRM in International HR training and development and industrial relations.

SYLLABUS DSE 9

Unit 1: Cultural issues in International HRM   **(9 Hours)**
Introduction to concepts of Culture and Nationality; Impact of culture on International Business Environment; Hofstede's approach; cross cultural differences at work; strategies to managing workforce diversity; Diversity management programme; International Human Resource Management: Difference between domestic and international HRM.

Unit   2:   International   HRM   Planning   and   Staffing   (1 2 Hours)
 International Workforce planning and staffing: Issues in supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

Unit 3: International HR Performance Appraisal and Selection   **(12 Hours)**
Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Issues and challenges in international performance management;

Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

Unit 4: International HR Training and Development and Industrial Relations (12 Hours)
Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNCs, Employee relations in MNCs, Response of labour unions to MNCs.

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

1. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management.* Excel Books.
2. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management.* Cengage Learning.
3. Bhattacharyya, D. K. (2010). *Cross-cultural management.* PHI Learning Pvt. Ltd.
4. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
5. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies.* Pearson Education.

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

DSE 10: COMPENSATION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Compensation Managemen t (DSE 10)	4	3	1	0	Class X11	NO

Learning Objectives
- To familiarize learners about concepts of compensation management
- To use these concepts in attracting, retaining and motivating employees for higher performance.

Learning Outcomes
On successful completion of the course the learner will be able to:
- Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.
- Explore incentive systems and non-economic rewards.
- Examine International aspects of Compensation
- Evaluate the implications of components of compensation on performance of the employees.

SYLLABUS DSE 10
Unit 1   **(12 hours)**
Conceptual dimensions of Wage, Compensation, and Rewards; Labour Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques, Forms of Pay, Pay models, surveying market pay and compensation practices, designing the survey, sources of third party data, Job pricing, Determining the pay structure, determining rates

of pay; Individual and Group Incentive, team-based pay: kinds of teams, skills, knowledge and competency based pay, sales incentive plans: salary plus commission, special sales incentives plan.

Unit 2   **(12 hours)**
Company Wage Policy: Wage Components, Wage Determination, Pay Grades, Wage Surveys, Modern trends in compensation - from wage and salary to cost to company concept. Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

Unit 3   **(12 hours)**

Benefits and Services: Benefit Administration , Employee Benefits and Employee Services, Funding Benefits through VEBA, Costing benefits, Flexible Compensation Benefits/Benefits

plan, Pay Delivery Administration: Budget process, administration of pay, other administrative issues, due process, statutory benefits including occupational health care, employee welfare and retirement benefits; executive compensation: executive golden parachutes, International compensation managing variations, Expatriate Pay.

Unit 4   **(9 hours)**

Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment advisory, Tax planning, Insurance, Wellness, Short and long term incentives: premium and differentials, qualified deferred compensation arrangements: social security, pension plans, profit sharing, Employee Recognition and Motivation.

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

1. Malkovich & Newman, *Compensation*. McGraw Hill. (12 ed.)
2. Dessler G., *Human Resource Management*. Prentice Hall.(12 ed.)
3. Henderson R., *Compensation Management in a Knowledge Based World*. Prentice Hall. (10 ed.)
4. Bergman T., *Compensation Decision Making*, Thompson Learning
5. Chhabra T. & Rastogi S. *Compensation Management*. Sun India Publications

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

DSE 11: HRD SYSTEMS AND STRATEGIES

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
HRD : Systems and Strategies (DSE 11)	4	3	1	0	Class X11	Basics of Human Resource Management

Learning Objectives
- To equip learners with knowledge of HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.
- To familiarize learners with topics like the HRD process, various approaches to HRD and career management and development.

Learning Outcomes
On successful completion of the course the learner will be able to:
- Evaluate the relationship between HRM and HRD, areas of training, education and development.
- Develop an understanding of the HRD interventions and HRD diversity management.
- Apply the various approaches for motivation in HRD.
- Analyse the high work performance work system, balanced score cards and integrating HRD with technology.

SYLLABUS OF DSE 11

Unit 1: Human Resource Development (HRD)   (12 hours)
Concept; Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development.

Unit 2: HRD Process   (12 hours)
Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs; HRD interventions: Integrated Human Resource Development systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

Unit 3: Approaches to HRD   (12 hours)
Leadership development; Action learning; Assessment Centers; Motivation approaches for HRD; Industrial relations and HRD: role of Trade Unions.

Unit 4: Career Management and Development (9 hours)
Coaching and mentoring; Employee coaching, mentoring and counselling;
Competency mapping;
High Performance Work Systems; Balanced Scorecard; Integrating HRD with technology.

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

1. Udai,P.& Rao T.V, (2015). *Designing and Managing Human Resource System,* (3rd ed) Oxford IBH.
2. Rao T.V & Nair M.R.R, *Excellence through Human Resource Management*, Tata Mcgraw.
3. Leonard,N.,*Corporate Human Resource Development,* Van Nostrand Reinhold/ASTD New York.
4. Werner,M.J.,&Desimone,L.R (2011). *Human Resource Development,* (6th ed) Oxford IBH Pub.
5. Swanson,A.R.,&Holton,F.E.,(2009) *Human Resource Development*, (2nd ed) Berrett Koehler Pub.
6. Thomas,G., Guire,D.&Dooley,M,L. (2011). *Fundamentals of Human Resource Development,* Sage Pub.
7. Mankin, D, (2009). *Human resource development*, Oxford University Press India.
8. Haldar, U. K, (2009). *Human resource development*, Oxford University Press India.
   Note: Latest edition of the readings may be used.

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

DSE 12: ORGANISATIONAL CHANGE AND DEVELOPMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lectu r e	Tutori a l	Practical / Practice		
Organisational Chang e and Development (DSE 12)	4	3	1	0	Class XII	Basics of Organizational Behaviour and Human Resource Management

Learning Objectives
- To familiarize the learners with fundamentals of organisational change and change processes.
- To acquaint learners with concepts of organisational development and various interventions for an effective organisational development process.

Learning Outcomes

On successful completion of the course the learner will be able to:
- Define the Management of Organizational Change, types of change, resistance to change, various models of change.
- Apply the concept of OD, relevance of OD for managers.
- Analyse the process of OD and comprehensive OD interventions.
- Evaluate the types and methods of evaluating OD intervention, emerging trends in OD.

SYLLABUS OF DSE 12

Unit 1: Change Process and Models (12 hours)

Overview of Organisational Change, Strategies for change Types of Changes: internal and external, Model of Change Levin's change model, Action research model, Positive model, Systems model, Action Research as a Process, Resistance to Change, Overcoming resistance to change.

Unit 2: Organisational Development (12 hours)

Organisational Development (OD): Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for managers, Assumptions of OD.

Unit 3: Process of OD and OD Interventions (15 hours)

Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third- party peacemaking interventions, Comprehensive OD interventions, Structural Interventions.

Unit 4: Evaluating OD Interventions (6 hours)

Evaluation, Types of   Evaluation, Methods of Evaluating Interventions. Future of

OD: Organisational Development and Globalization, Emerging Trends in OD.

Essential/recommended Readings (latest edition of readings to be used)
1. French, W.L., Bell, C.H. & Vohra V,(2017) *Organization Development: Behavioral Science Interventions for Organization Improvement*, (Revised 6th Ed). Pearson.
2. Hackman, J.R. &Suttle, J.L.,(1977) *Improving Life at Work: Behavioural science approach to organisational change*, Goodyear, California.
3. Harvey, D.F. & Brown, D.R. (2006) *An experimental approach to Organization Development*, (7th Ed). Prentice-Hall, Englewood Cliffs, N.J.
4. Anderson,D.L., (2011). *Organizational Development: The process of leading organizational change,* (4" Ed)., Sage Publications.
5. Rothwell,W. J., Stavros,J.M. & Sullivan R.L. (2015). *Practicing Organization Development: Leading Transformation and Change.* (4th Ed). Wiley

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

DSE 4: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

● This course is designed to provide an understanding of the corporate restructuring, mergers and acquisitions with the basic methods of valuation, methods of payment and financing options at global level.

Learning Outcomes

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

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

SYLLABUS OF DSE 4

Unit I: Corporate Restructuring – An Overview (11 Hours)

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

Unit II: Merger & Acquisition (12 Hour)

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

Unit III: Deal Valuation and Evaluation (11 Hour)

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

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

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

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

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

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

DSE 5: INVESTMENT BANKING AND FINANCIAL SERVICES

Credit distribution, Eligibility and Pre-requisites of the Course

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

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

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

SYLLABUS OF DSE 5

Unit I: Introduction to Investment Banking   **(11 Hours)**
Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment Banking;

SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.

Unit II: Issue Management (11 Hours)

Issue Management: Public Issue, classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process; Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

Unit III: Financial Services 1 (12 Hours)

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

Unit IV: Financial Services 2 (11 Hours)

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India. Credit Rating Agencies: Role and Mechanism, Private Equity. Mergers and Acquisitions – Introduction of mergers and acquisitions, benefits of mergers, Role of Investment bankers in merger, procedure and theories of mergers, acquisitions and takeovers in India, anti-takeover strategies.

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

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

Suggestive Readings (latest edition of readings to be used)

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

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DSE 6: EARNINGS MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

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

Learning Outcomes

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

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

SYLLABUS OF DSE 6

Unit I: Ratios and Forecasting (11 Hours)

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

Unit II: Earnings Management (12 Hours)

Overview of earnings management: Means, motive, opportunity, how managers actually make their earnings look better, their incentives for manipulating earnings, and how they get away with it. Revenue recognition red flags: revenue before cash collection. Revenue recognition red flags: revenue after cash collection. Expense recognition red flags: capitalizing vs. expensing. Expense recognition red flags: Reserve Accounts and write-offs.

Unit III: Big Data and Prediction Models (11 Hours)

Overview: Big Data and Prediction Models. Discretionary Accruals Models: Model the Non-Cash

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

Unit IV: Non-Financial Metrics and Financial Performance (11 Hours)
Introduction**:** Connecting numbers to non-financial performance measures. Linking non-financial metrics to financial performance: Overview and steps. Targets setting, incorporation of analysis results in financial models and how to use analytics to choose action plans.

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

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-9)

DSE 9: BUSINESS ANALYSIS AND VALUATION

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Business Analysis and Valuation (DSE 9)	4	3	1	0	Class XII	Basic knowledge of accounting and Finance

Learning Objectives
- This Paper will enable the learners to analyze the health of a company through their annual reports, through management quality analysis, and will equip them to understand what an asset is worth and what determines that value.
- Learners will understand the issues and challenges faced during the valuation of assets especially in conditions of uncertainties.

Learning Outcomes
On successful completion of the course the learner will be able to:
- Explain the various elements of the Income statement and Balance sheet.
- Recognise the importance and relevance of the Annual Report of a Company.
- Apply both qualitative (beyond balance sheet) and quantitative information available in the annual reports for determining the financial health of the company, Banks and NBFC.
- Analyze the various methods of Equity and Firm valuations both in certain and risky conditions.
- Evaluate the practical application of different valuation models in valuing equity and firm through modelling of these methods using excel.

SYLLABUS DSE 9

Unit 1: Analysis of Corporate Financial Statements   **(11 Hours)**

Income statements and Balance sheets analysis through Ratio, Du-Pont analysis. How to read the Annual report of a company to evaluate the financial soundness of the company? Financial statements analysis of manufacturing, service sector (Using Excel). Beyond Balance Sheet Analysis: What does the company do? Who are its promoters? What are their backgrounds? What do they manufacture (in case of service company which services they offer)? Who are the company's clients or end- users? Who are their competitors? Who are the major shareholders of the company? Do they plan to launch any new products/service? Do they plan to expand to different countries? What is the revenue mix? Which product sells the most? Do they operate under a heavy regulatory environment?

Unit 2: Introduction and Approaches of Valuation   **(11 Hours)**

Introduction to Valuation: Philosophical Basis for Valuation, Generalities about Valuation, Role of Valuation. Approaches to Valuation: Discounted Cash Flow Valuation – basis for DCF, categorization of DCF models, Applicability and Limitations of DCF models. Relative Valuation – basis for approach, categorization of relative valuation models, applicability and limitations of multiples.

Unit 3: Dividend Discount Model and Discounted Cash Flow Valuations (12 Hours)

Estimating Discount Rates – Cost of Equity and Cost of Capital. Betas: Historical Market Betas, Fundamental Betas, Bottom-Up Betas, Accounting Betas, Unlevered Beta and Levered Beta. Dividend Discount Models (DDM): Two-Stage and Three Stage Dividend Discount Model.

Issues in using the Dividend Discount Model. Free Cash Flow to Equity (FCFE) Discount Models: Free Cash Flows to Equity, FCFE Valuation Models – Constant Growth, Two Stage FCFE Model. FCFE Valuation Vs. Dividend Discount Model Valuation. Firm Valuation: Free Cash Flow to the Firm (FCFF), Firm Valuation Approaches: The Cost of Capital Approach, The Adjusted Present Value (APV) Approach, Cost of Capital Vs. APV Valuation. Applied Valuation of a Company using Excel.

Unit 4: Relative Valuation and Multiples   **(11 Hours)**

Relative Valuation: Concept, Reasons for popularity and potential pitfalls. Standardized Values and Multiples (brief overview) – Earnings Multiples, Book Value Multiples, Revenue Multiples, and Sector-specific Multiples. Basic Steps to using Multiples. Select Multiples – Price-Earnings (PE) Ratio, PEG Ratio, Price to Book Ratio, Enterprise Value to EBITDA Multiple, Enterprise Value/Sales, Enterprise Value/Book Value, Tobin's Q. Reconciling Relative and Discounted Cash Flow Valuation.

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

1. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd.
2. Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. Damodaran, Investment Valuation, Tools and Techniques for determining the value of any asset, 3rd Edition, Wiley India Pvt. Ltd.

Suggestive Readings (latest edition of readings to be used)

1. K. G., CA, &Sehrawat, N. K (2018). Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd,

2. Damodaran, Corporate Finance (2000) – Theory and Practical, 2nd Edition, Wiley India Pvt. Ltd.

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-10)

DSE 10: ADVANCE DERIVATIVES

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Advance Derivatives (DSE 10)	4	3	1	0	Class XII	Basics of options, swaps, interest rates and cryptocurrencies

Learning Objectives

The course will help the learner to:

- Learn how to calculate and apply different options Greeks (delta, gamma, rho, theta, and Vega) for stocks and currencies, and how to use Delta and Gamma hedging techniques.
- Understand the concept of swaps, interest rate futures, and credit default swaps, their valuation, and their use in managing risk.
- Get acquainted with exotic options and their various types, such as gap options, barrier options, and Asian options, among others.
- Explore cryptocurrencies, including Bitcoin, Ethereum, EOS, Litecoin, and Ripple, and their futures and options contract specifications, as well as SWAP contracts.
- Gain knowledge of cryptography and its role in cryptocurrencies, and learn how to calculate and apply BTC and ETH options.

Learning Outcomes

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

- Analyze and evaluate the risk characteristics of various financial instruments, including stock options, currency options, swaps, interest rate futures, and exotic options.
- Apply knowledge of Greeks (delta, gamma, rho, theta, and Vega) to make informed decisions on option pricing, hedging, and portfolio management.
- Create and implement strategies for delta hedging, gamma hedging, and making a portfolio delta/gamma neutral.
- Evaluate the value and risk of nonstandard American options, gap options, forward start options, cliquet options, compound options, chooser options, barrier options, binary options, lookback options, shout options, Asian options, options to exchange one asset

for another, and basket options.

- Analyze and evaluate the risks and benefits of investing in cryptocurrencies, including Bitcoin, Ethereum, EOS, Litecoin, Bitcoin Cash, and Ripple, and apply knowledge of crypto futures and options to make informed decisions.

SYLLABUS OF DSE 10

Unit 1: Greeks   **(11 Hours)**

Calculation of delta, gamma, rho, theta and Vega for stock options (with and without dividend) and currency options. Relationship and comparison among stock Greeks. Delta Hedging, Gamma Hedging. Making a portfolio Delta Neutral, Gamma Neutral, Delta positive Gamma Neutral and Delta positive Gamma Neutral.

Unit 2: Swaps & Interest Rate Futures   **(11 Hours)**

Introduction to Swaps, Interest rate swaps, currency swaps, cross-currency swaps. Understanding Credit default swaps (CDS), Valuation of CDS. CDS: Forwards and Options. Interest rate Futures, Interest rate cap and floor, FRA.

Unit 3: Exotic Options   **(11 Hours)**

Nonstandard American options, Gap options, Forward start options, Cliquet options, Compound options, Chooser options, Barrier options, Binary options, Lookback options, Shout options, Asian options, Options to exchange one asset for another, Basket options.

Unit 4: Cryptocurrencies   **(12 Hours)**

Introduction to cryptography & crypto currencies. Introduction of Bitcoin (BTC), Ethereum coin (ETH), Electro-Optical System coin (EOS), Litecoin (LTC), Bitcoin Cash (BCH), Ripple (XRP). Futures Contract Specification: BTC, ETH, EOS, LTC, BCH, XRP. Understanding of these coins with USDT. SWAP contract of BTC & ETH. Introduction and calculation of BTC & ETH options.

Essential/recommended Readings (latest edition of readings to be used)
1. Hull, J. C. (2018). Options, futures, and other derivatives. Pearson Education Limited.
2. Fabozzi, F. J. (Ed.). (2016). Handbook of finance, financial markets and instruments. John Wiley & Sons.
3. Haferkorn, M., Zimmermann, K. F., &Grothe, O. (2018). Value drivers of cryptocurrency: Evidence from bitcoin. Economics Letters, 163, 6-8.
4. Wystup, U. (2016). FX options and structured products. John Wiley & Sons. 5.

Suggestive Readings (latest edition of readings to be used)
1. Cryptocurrency Prices | Cryptocurrency List | Market Cap | OKX
2. Buy/Sell Bitcoin, Ether and Altcoins | Cryptocurrency Exchange | Binance
3. Bitcoin and Cryptocurrency Exchange | Huobi Global
4. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
5. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead,K.
6. Financial Derivatives – An introduction to futures, forwards, options, swaps. Prentice Hall of India
7. McDonald, Derivatives Markets, (latest ed.), Pearson.

8. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
9. Chance, 2003, Analysis of Derivatives for the CFA Program.

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-11)

DSE 11: FINANCIAL ECONOMETRICS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Financial Econometrics DSE-11	4	3	1	0	Class XII	Basic knowledge o f statistics

Learning Objectives
- Understand the statistical properties of financial returns, including their distribution, time dependency, and linear dependency across asset returns.
- Develop knowledge of univariate time series analysis, including the Lag operator, ARMA processes, and the Box-Jenkins approach.
- Gain proficiency in modeling volatility using conditional heteroscedastic models, such as ARCH and GARCH models, and forecasting with GARCH models.
- Learn multivariate GARCH models, including the VECH model, diagonal VECH model, and BEKK model, and estimation of a multivariate model.
- Acquire knowledge of vector autoregressive models, Granger causality tests, and Johansen cointegration tests and their hypothesis testing methods.

Learning Outcomes
On successful completion of the course the learner will be able to:
- Analyze the statistical properties of financial returns and evaluate their distribution, time dependency, and linear dependency across assets using knowledge and comprehension skills.
- Create and apply univariate time series models, including AR, MA, and ARMA processes, using synthesis and evaluation skills to forecast financial returns.
- Develop and estimate conditional heteroscedastic models, such as ARCH and GARCH models, using analysis and evaluation skills to model and forecast volatility.
- Construct and evaluate multivariate GARCH models, including VECH, Diagonal VECH, and BEKK models, using synthesis and evaluation skills to model volatility and correlations.
Evaluate and apply advanced econometric techniques, including VAR, GCT, and JCT, using analysis and evaluation skills to test hypotheses and model complex relationships in financial time series data.

SYLLABUS OF DSE 11

Unit 1: Statistical Properties of Financial Returns & Univariate Time Series and Applications to Finance **(15 hours)**

Introduction Asset Returns, Calculation of Asset Returns (Continuous and discrete both), Compare Continuous return with non-Continuous return and explain its benefits. Facts about Financial Returns, Distribution of Asset Returns, Time Dependency, Linear Dependency across Asset Returns.

Introduction to Univariate Time Series, The Lag Operator, Properties of AR Processes, Properties of Moving Average Processes, Autoregressive Moving Average (ARMA) Processes, The Box- Jenkins Approach.

Unit 2: Modelling Volatility – Conditional Heteroscedastic Models **(9 hours)**

Introduction to Modelling Volatility, ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model.

Unit 3: Modelling Volatility and Correlations – Multivariate GARCH Models **(9 hours)**

Introduction to Modelling Volatility and Correlations, Multivariate GARCH Models, The VECH Model, The Diagonal VECH Model, The BEKK Model, Estimation of a Multivariate Model

Unit 4: Vector Autoregressive Models (VAR), Granger Causality Test (GCT) and Johansen Cointegration Test (JCT) **(12 hours)**

Introduction to VAR, Deep understanding of VAR, Issues in VAR, Hypothesis Testing in VAR.
Introduction to GCT, Deep understanding of GCT, Issues in GCT, Hypothesis Testing in GCT
Introduction to JCT, Deep understanding of JCT, Issues in JCT, Hypothesis Testing in JCT.

Essential/ recommended Readings

1. Brooks, C. (2014). Introductory econometrics for finance (3rd ed.). Cambridge University Press.
2. Tsay, R. S. (2010). Analysis of financial time series (3rd ed.). Wiley.
3. Bollerslev, T. (2008). Glossary to ARCH (GARCH). Journal of Economic Perspectives, 15(4), 171-174. doi: 10.1257/jep.15.4.171
4. Engle, R. F., & Kroner, K. F. Multivariate simultaneous generalized ARCH. Econometric Theory, 11(1), 122-150. doi: 10.1017/S0266466600009063- Latest edition

Suggestive Readings

1. Chris, Brooks (2019). Introductory Econometrics for Finance. Cambridge University Press.
2. Pindyck, Robert S. and Daniel L. Rubinfeld Econometric Models and Economic Forecasts. Singapore: McGraw Hill.
3. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

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DSE 12: Behavioral Finance

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of
		Lecture	Tutorial	Practical/ Practice		
Behavioral Finance (DSE 12)	4	3	1	0	Class XII	Basics of Finance

Learning Objective(s):
- Introduce the students to the role of human behavior in financial decision making.
- Develop a comprehensive view of the psychological foundations and their applications to Corporate Finance and understanding investor behavior.

Learning Outcomes:
- Establish a strong foundation of the basic concepts of Behavioral Finance.
- Explain the psychological biases and heuristics which affect financial decision making.
- Analyse the application of behavioral finance in Corporate Finance, Individual and Institutional Investor Trading Behavior.

Syllabus DSE

Unit 1: Foundation and Key Concepts **(9 Hours)** Introduction to Behavioural Finance – Overview, Evolution, Key Themes, and Applications. Traditional versus Behavioural Finance: Limits to Arbitrage – Market Efficiency, Fundamental Risk, Noise Trader Risk, Implementation Costs. Theoretical and Empirical underpinnings of Behavioral Finance – Prospect Theory, Framing Effects, Heuristics and Biases, and Affect Theory. Emotional Finance: Concept, Emotional Finance in Practice –Risk, Momentum, Bad News Anomaly.

Unit 2: Psychological Concepts and Behavioral Biases **(12 Hours)** Heuristics or Rules of Thumb, Disposition Effect, Prospect Theory and Behavioral Finance, Overconfidence, Representativeness Heuristics, Familiarity Bias, Limited Attention, Ambiguity aversion, Loss aversion, Framing, Self-deception, Mental Accounting, Self-control, Regret avoidance, Availability bias, Anchoring bias, Optimism and Wishful Thinking, Overreaction and Underreaction, Self-attribution, Endowment Effect, Herd Behavior, Hindsight bias, Winners' Curse, Cognitive Dissonance, Status Quo bias.

Unit 3: Behavioural Corporate Finance. **(12 Hours)** Financing Decisions: Financing Decisions of an Optimistic Manager, Financing Decisions of an Overconfident Manager, Trade-off Model: Incorporating Manager-Shareholder Conflicts, Trade-off Model: Incorporating Bondholder-Shareholder Conflicts. Capital Budgeting and Other Investment Decisions:

Effects of managerial overconfidence and optimism on the capital budgeting decisions, Factors Affecting the Impact of Managerial Biases. Dividend Policy Decisions: The Dividends Puzzle, Behavioral Biases as explanations for dividends, Theories of Investor Biases, Theories of Managerial Biases.

Unit 4: Investor Behavior   (12 Hours)
Individual Investor Trading: Rational Explanations, Behavioral Explanations; Aspects of Individual Investor Trading – Disposition Effect, Local Bias, Learning over Time; Implications of Individual Investor Trading – Asset Prices, Cost of Time. Individual Investor Portfolios: Biases and Diversification. Cognitive Abilities and Financial Decisions: Do Older Investors Make Better Investment Decisions? Cognitive Abilities and the Three Puzzles. Role of Culture in Finance: Impact of Culture on Firm and Investor Behavior.

Essential/recommended Readings (latest editions of readings to be used)
1. Baker, H. K., &Nofsinger, J. R. (Eds.). (2010). Behavioral finance: investors, corporations, and markets (Vol. 6). John Wiley & Sons Publication.
2. Shleifer, Andrei. "Inefficient Markets-An Introduction to Behavioural Finance". Oxford University Press.

Suggestive Readings (latest editions of readings to be used)
1. Thaler, Richard &Barberis, Nicholas. (2002) A Survey of Behavioral Finance, http://dx.doi.org/10.2139/ssrn.327880
2. Kahneman, Daniel & Tversky, Amos. (2000). "Choices, Values and Frames". Cambridge University Press

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DSE 13: Microfinance

Credit distribution, Eligibility and Pre-requisites of the Course						

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Microfinance (DSE 13)	4	3	1	0	Class XII	Basics of Finance

Learning Objective:
● Develop a clear understanding of the role of Microfinance and Insurance in addressing the problem of poverty and income generating activities to the poor people.
● To understand microfinance concepts, functions, products and strategies

Learning Outcomes:
● Conduct awareness and sensitivity towards the people at the bottom of the pyramid. Facts and figures regarding Poverty in India.
● Describe the need and relevance of Microfinance.
● Illustrate the role of Micro Finance Institutions for financial Inclusions.
● Demonstrate the role of NGOs in implementing the Governments welfare policies.

Syllabus DSE 13
Unit 1: Introduction to Microfinance   **(9 hours)**
Background, evolution and Overview; Emerging trends in Micro finance; Poverty: Sources and Consequences of Poverty, Understanding the construct of Poverty Indices - The Human Poverty Index (HPI) developed by UN and Global Multidimensional Poverty Index (MPI), critical evaluation of India's position on the Poverty Index; Understanding of Human Development Index and Hunger Index.

Unit 2: Microfinance Models   (12 hours)
NABARD model, SIDBI model, SGSY model, Grameen Banking model, NMDFC model, Associations model, Community Banking Model, Credit unions etc. Strategic Issues in Microfinance: Significance of NGOs: their role and responsibilities; case studies.

Unit 3: Microfinance Institutions   (12 hours)
Eligibility, Regulations, types, Commercial Microfinance: Investing in Microfinance, Viability of MFIs, Risk management in Micro finance; Pricing of Micro-loans: issues and challenges; Strategic Issues in Microfinance, Role of RBI in Financial Inclusion.

Unit 4: Social Rating, Credit Rating of MFIs   **(12 hours)** Social Rating, Credit Rating of MFIs and Impact assessment in Micro finance; Micro insurance: issues and challenges; MUDRA Yojana; PMJDY. Government's welfare schemes for financial and social inclusions like Deendayalantyodaya yojana, Pradhan Mantri Garib Kalyan Yojana (PMGKY) (Case Studies)

Essential/recommended Readings (latest editions of readings to be used)
1. Debadutta K panda, "Understanding Microfinance", Wiley India (Latest Edition)
2. Indian Institutes of Banking and Finance, "Micro-finance Perspectives and Operations", MacMillan India Ltd.(Latest Edition)
3. Beatriz Armendariz and Jonathan Morduch (2005), "*The Economics of Microfinance*", Prentice-Hall of India Pvt. Ltd. Delhi.

Suggestive Readings (latest editions of readings to be used)
1. Joanna Ledgerwood, *"Microfinance Handbook"*: *an institutional and financial perspective,* The World Bank, Washington, D.C. (Latest Edition)
2. Malcolm Harper (2003), *"Practical Microfinance" training Guide for South Asia*, Vistaar Publication, New Delhi.

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

DSE 4: INDIA AND THE WORLD ECONOMY

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives:
The paper aims at providing an overview of economic policies and business environment in the domestic and world arena. learners get deep insight into the stylized economic facts on the main dimensions of the domestic and global economy.

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

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

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SYLLABUS FOR DSE 4

Unit 1: Overview of the Indian Economy (9 Hours)
Planning and Reforms, Pre-Independence Period, National Development Council, Five Year Plans, Land Reforms, Green Revolution, Evolution of Public Sector in India, Economic Reforms- Liberalisation of economic system, Indian Economy during Post-Planning Period-Role of Niti Aayog, Shift in Economic Policies: Privatisation: Problems and Prospects, Fiscal Policy, Union Budget and Taxation, Monetary Policy and Banking Sector Reforms. Technology and business environment in India.

Unit 2: Regulatory Structures in India (12 Hours)
Industrial Policy, Industry Analysis: Textiles, Electronics and Automobiles, Industry Analysis—FMCG, Chemicals and Pharmaceutical Sectors. Industrial Policy Statement, 1991, Objectives, Features, Micro, Small and Medium Industries and Policies, India's Industrial Progress After 1991, Performance of Small and Medium Enterprises (SME) Sector, Review of Economic Environment in Industrial Sector,   Policies on

Foreign Direct Investment in India, Foreign Exchange Regulation Act, Recent Industrial Policy Outlook.

Unit 3. World Economy **(12 Hours)**

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

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

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

Essential/recommended Readings (latest editions of readings should be referred to)
1. Ahmed, F., &Alam, M.A. (2017). *Business Environment: Indian and Global Perspective*. PHI Learning.
2. Paul, J. (2017). *Business Environment, Text And Cases*. PHI Learning.
3. Stutz, F. P. & Warf, B. (2021) *World Economy, The Geography, Business, Development.* Pearson.
4. Carbaugh, R. J. (2017) *Global Economics*. Cengage Learning.

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

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

DSE 5: MULTINATIONAL BUSINESS FINANCE

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	**Tutorial**	**Practical / Practice**		
Multinational Business Finance (DSE 5)	4	3	1	0	1st Year Undergraduate	Basics of Accounting

Learning Objectives
The course will help the learner to:
- Understand the international monetary system and role of financial institutions.
- Recognize different aspects of foreign exchange markets and their functioning
- Analyze and appraise financial Management of a multinational firm

Learning Outcomes
On successful completion of the course the learner will be able to:
- Analyse MNCs operations and finances.
- Explain functioning of Multilateral Agencies and their role in global economic development.
- Analyze different aspects of the foreign exchange markets.
- Apply financial Management concepts and tools for foreign Investment analysis
- Examine International Payment system and investment strategies

SYLLABUS FOR DSE 5
Unit 1: Introduction (12 Hours)
Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

Unit 2: Forex Markets (9 Hours)
The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign

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

Unit 3: Financial Management of Multinational Firms (12 Hours)
Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

Unit 4: Role of FDI, FII and Payment Systems (12 Hours)
Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

Essential/ recommended Readings (latest editions should be referred to)
1. Eiteman, David K., Stonehill, Arthur I., and Moffett, Michael H (2021). *Multinational Business Finance.*(15th Ed.). Pearson.
2. Alan C. Shapiro, P. H. (2019). *Multinational Financial Management*. (11th, Ed.) Wiley.

Suggestive Readings (latest editions should be referred to)

1. Levi, M. D. (2009). *International Finance*. Taylor & Francis.

2. Madura, J. (2018). *International Financial Management.* (13th, Ed.) Cengage Learning.

3. Buckley, A(2004). *Multinational Finance.* (5th, Ed.). Pearson Education.

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

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

DSE 6: TRANSNATIONAL HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Transnational Human Resource Management (DSE 6)	4	3	1	0	1ˢᵗ Year Undergraduate	Fundamentals of Management and Organisational Behavior

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

Learning Outcomes:

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

SYLLABUS FOR DSE 6

Unit I: Cross-Cultural issues in HRM (12 Hours)

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

Unit II: Staffing for Global Operations (12 Hours)

International Workforce planning and staffing: Issues in supply of international human resources; Low-cost labour and global staffing; International Recruitment; International staffing choices, Multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Training employees for international assignments; Successful expatriation, Causes of expatriate failure, female expatriation. Repatriation management. Ethical and legal issues in use of low-cost labour. Regulations relevant to the use of low-cost labour from outside the country. Challenges in transferring culturally sensitive business practices across borders. Issues pertinent to hiring local employees for international operations. Strategic fitment for international assignments and operations. Challenges in managing global teams.

Unit III: Performance Appraisal for Global Employees (12 Hours)

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

of taxation relevant to compensation for expatriates: tax equalization, tax protection, currency fluctuations

Unit IV: Global Context of Training and Industrial Relations   (9 Hours)
Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Cross border Mergers and Acquisitions: HRM perspective; International IR: Key Players, Labour unions, Employee relations. Approaches in IR for global operations; changes in IR landscape across different countries. Strategic decision making for IHRM issues. Control issues in IHRM in global companies - head office vs. local office. Impact of legislation and free trade agreements on HRM issues across national borders.

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

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-10)

DSE 10: CORPORATE TAXATION AND GLOBAL COMPANIES

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Corporate Taxation and Global Companies (DSE 10)	4	3	1	0	2nd Year Undergraduate	Basics of Finance and Accounting

Learning Objective

- The objective of this course is to acquaint learners with the international corporate taxation structure and its implications on companies.

Learning Outcomes

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

- Explain the concepts of International taxation.
- Describe the treaties and conventions governing the international taxation.
- Apply the knowledge, improve their understanding of international taxation and identify and evaluate the impact of different tax planning scenarios.
- Prepare for work within an international tax environment in a multinational firm

SYLLABUS FOR DSE 10

Unit 1: Introduction to Corporate Taxation   (12 Hours)

Definition of corporate, types of companies: domestic company and foreign company, tax rate and additional benefits, corporation not seeking any incentives / exemption; corporation seeking incentives / exemptions and new manufacturing companies.

Sources of Income of a company: Profits earned from the business, Capital gains, Income from renting property, Income from other sources like dividend, interest etc.

Corporate tax rate for domestic companies and foreign companies, tax rates, Section 115BA, 115BAA, 115 BAB. Surcharge, cess, MAT.

Overview of Transfer Pricing; specified domestic transactions; Generally Accepted Cost Accounting Principles; Arm's Length Pricing; Advance Pricing Agreement; Safe Harbour Rules. Jurisdiction for Corporate Taxation in international operations.

Unit 2: International Tax Conventions and Treaties   (9 Hours)

Overview of Model Tax Conventions

OECD model tax convention, UN model tax convention, US Model tax convention.

Tax treaties, Application and Interpretation: Features of tax treaties, Overview of tax information exchange agreements, commentaries and their importance, role of Vienna convention in application and interpretation of tax treaties.

Overview of tax regimes. Overview of tax harmonization.

Unit 3: Tax Management and Planning for Corporates   (12 Hours)

Double taxation: concept, capital export neutrality, capital import neutrality, method of avoiding double taxation.

Double Taxation Avoidance Agreement: Meaning, objectives; types of income included under the DTAA (Services originated and provided within India; Salary from India; income from property within India; Capital gains from India; FD and Savings Account in India),

Double taxation relief: Concept, types of relief, Double taxation provisions under the Income tax Act 1961, concept of permanent establishment, taxation of business process outsourcing units in India.

Unit 4: Taxation Aspects for Global Business   **(12 Hours)**
Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies. Taxation aspects of managerial decisions for international expansion. Tax avoidance, tax havens, tax management strategies for international companies. Overview of taxation implications for expatriates and repatriated employees. Planning and Restructuring Foreign Operations. Foreign Currency management for global business operations.

Essential/recommended Readings (latest edition of readings to be used)
1, Bittker, B. I., &Lokken, L. (2018). *Fundamentals of international taxation*. Thomson Reuters.
   1. Herzfeld, M. (2023). *International Taxation in a Nutshell*. (13th ed.). West Academic.
   2. Peroni, R. J., Gustafson, C. H., & Pugh, R. C. (Eds.). (2022-23). *International Income Taxation: Code and Regulations, Selected Sections*. CCH Wolters Kluwer
   3. Singhhania, V. K., & Singhania, M. (2019). *Corporate Tax Planning Business Tax Procedures* (23rd ed). Taxmann
   4. Ahuja, G. & Gupta R. (2023). *Simplified Approach to Corporate Tax Planning and Management*. (2023). Bharat Law House private limited.

Suggestive Readings (latest editions of readings to be used)
   1. Isenbergh, J., and Wells, B. (2019). *International Taxation*. Foundation Press
   2. Scholes, M. S., Wolfson, M. A., Erickson, M., Maydew, E., & Shevlin, T. (2014). *Taxes & business strategy*. Upper Saddle River, NJ: Prentice Hall.
   3. Singhania, V. K., & Singhania, M. (2015). 2016. *Students' guide to income tax*. Taxmann
   4. Ahuja, G. & Gupta, R. (2020). *Direct Tax Laws*. (39th ed). CCH Wolters Kluwer
   5. OECD on International Taxation
      (https://www.oecd.org/g20/topics/international- taxation/)
   6. OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022 (https://www.oecd.org/tax/transfer-pricing/oecd-transfer-pricing- guidelines-for-multinational-enterprises-and-tax-administrations-20769717.htm)
   7. IMF on Corporate Taxation in the Global Economy
      (https://www.imf.org/en/Publications/Policy-Papers/Issues/2019/03/08/Corporate- Taxation-in-the-Global-Economy-46650)

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-11)

DSE 11: LEGAL AND FINANCIAL ASPECTS OF INTERNATIONAL TRADE

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Legal and Financial Aspects of International Trade (DSE 11)	4	3	1	0	2nd Year Undergraduate	Legal aspects of Business

Learning Objectives
- This course aims at familiarizing learners with the legal framework of International trade. It covers various aspects such as law on International sale of goods, patent regulations, trademarks, arbitration and conciliation regulations, FEMA and Cyber Laws.

Learning Outcomes

On successful completion of the course the learner will be able to:
- Develop an understanding of various laws impacting the trade at the international level.
- Appraise the working of patents and the associated laws.
- Examine the financial aspects of International trade.
- Evaluate the process of arbitration at the international level and the associated laws

SYLLABUS FOR DSE 11

Unit 1: Laws impacting International Trade   (12 Hours)
Uniform Law on International Sale of goods- obligations of the seller – obligations of the buyer, common provisions- rules concerning damages-provisions of passing of risk in international sale contracts. Foreign Trade (Development and Regulations) Act 1992- objectives- Powers of Central Govt. Import/ Export License Application Procedure- Refusal, Suspension of License; Role of DGFT- Exemptions from FTDRAct. Acquisition and transfer of property in and outside India- establishment of branch in India; Enforcement/ penalties under the Act; Cyber Laws- need and significance.

Unit 2: Regulation of International Trade and Patents   (12 Hours)
The Patents (Amendment) Act 2005, Patents regulations: Patents- Meaning- varieties- provisions of patent applications procedure- procedures after filling applications – patenting- patents of plant and seeds, Drugs- Life of patents and Rights of patentee. Working of patent- Infringement of patent- surrender and revocation of patent. Provisions related to secrecy direction for patents out of India- Protection for security of India- patent regime under WTO. Trade and merchandise marks regulations: registration- procedure opposing registration- effect of registration- prohibition of registration. Indian Trademarks Act 1999, Foreign Trade Mark- Privileges to nationals and non-

nationals- Licensing of trademark- registered user provisions- violation of trade mark rights-remedies.

Unit 3: Financial Aspects of International Trade   **(12 Hours)**
FEMA Regulations- objectives- Need. Functions of RBI under FEMA, regulations over transactions in foreign exchange and securities – Restriction on capital account and current account transactions- control over realization of Foreign Exchange; Regulations of receipts and payments to resident outside India; Rule of Foreign Exchange possession and retention, realization, repatriation and surrender; provisions regulating export of goods and services-borrowing and lending in Foreign Exchange

Unit 4: International Arbitration   **(9 Hours)**
Arbitration and conciliation regulations- purpose of Arbitration- difficulties in India. Domestic Arbitration- agreement- Tribunal- Arbitral proceedings- Arbitral 83 award- Intervention by Court. Conciliation-enforcement if foreign awards- International Arbitration.

Essential/recommended Readings (latest editions should be referred to)
1. Shaw, M. N. (2017). *International law.* Cambridge university press.
2. Bhala, R. (2019). *International trade law: a comprehensive textbook*. Carolina Academic Press.
3. Subedi, S. P. (2012). *Textbook International Trade and business law.* The People's Public Security Publishing House.

Suggestive Readings (latest editions should be referred to)
1. Verkey, E and Isaac, J.S. *Intellectual Property*. Eastern Book Company
2. Wadhera, B.L. (2016). *Law Relating To Intellectual Property*. Universal Law Publishing
3. Datey, V. S. *Economic laws & practice.* Taxmann Allied Services.
4. Bare Acts: Govt. of India
5. USTR 2021 Trade Policy Agenda and 2020 Annual Report (https://ustr.gov/sites/default/files/files/reports/2021/2021%20Trade%20Agenda/Online%20PDF%202021%20Trade%20Policy%20Agenda%20and%202020%20Annual%20Report.pdf)

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

DSE 12: MULTINATIONAL OPERATIONS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Multinational Operations (DSE 12)	4	3	1	0	2nd Year Undergraduate	None

Learning Objectives

This course provides learners with a solid foundation in international supply chain, logistics, and foreign currency exchange. The first half of the course reviews critical roles that supply chain management, sourcing, logistics, and transportation play in contemporary global business. In the second half, the focus shifts to foreign currency exchange risks and methods for mitigating those risks, both financial and non-financial.

Learning Outcomes

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

1. Develop the fundamentals of international business and management of global operations.
2. Comprehend the importance of global supply chains, sourcing, and operations management in the execution of global businesses.
3. Compare and select between logistics intermediaries available to assist with the movement of goods and services between nations and across borders.
4. Evaluate foreign currency exchange risks in international transactions and identify means to mitigate those risks.

SYLLABUS FOR DSE 12

Unit 1: Introduction to International Operations (12 Hours)

International Business : Concepts and Organisations, International Business Environment, Multinational Enterprise: Evolution and Rise of Multinational Corporation The Process of Overseas Expansion by Multinationals- Exporting, Overseas Production, Licensing, Trade-offs Between Alternative Modes of Overseas Expansion, Strategic Business Alliances, Managing Global Operations: The Global Manager, Risk and Crisis Management, Managing Subsidiaries, Agents and Associates, Multinational Business Strategy- Developing Competitive Strategies for International Competition, Technology collaborations and Transfer.

Unit 2: Global Supply Chain and Sourcing (9 Hours)

Basics of Supply Chain and Operations Management, Examples of Operations and Supply

Chains in different industries, Global Operation and Supply Chain strategies: Value Added and Costs,

Strategic Fit; Supply Chain Coordination: BullWhip Effect, Vendor Managed Inventory, Collaborative Planning, Forecasting and Replenishment, Supply Chain Contracting, Global Sourcing : Sourcing Process and Principles, Sourcing Strategies, Supplier Relationship Management.

Unit 3: Global Logistics and Transportation   (12 Hours)
Facility Location Planning and Network Design: Global Supply Chain Design, Regional Facility Location, Factor-Ranking Analysis; Generic Transport Network Structures, Economies of Scale in Transportation, Trade-Off-Based Transportation Network Design, Capacity Allocation in a Many-to-Many Network- The Transportation Problem, Decision Model, Finding the First Feasible Model Solution, Optimality Check, Solution Improvement, Distribution Network Design- Types of distribution Network, Transportation Modes.

Unit 4: Forex Markets and Hedging   (12 Hours)
Foreign Exchange Market- Organisation, The Spot and Forward Market, Foreign Exchange Risk and Economic Exposure, The Economic Consequences of Exchange Rate Changes, Identifying Economic Exposure, An Operational Measure of Exchange Risk, Alternative Measures and Management of Foreign Exchange Exposure- Translation, Transaction and Operating Exposure, Designing a Hedging Strategy- Forex hedging techniques. non-financial hedging methods such as cash flow netting, as well as financial hedging methods including forwards, swaps, futures, and options.

Essential/recommended Readings (latest editions should be referred to)
1. Shapiro, A. C., &Hanouna, P. (2019). *Multinational financial management*. (11th ed). John Wiley & Sons.
2. Ivanov, D., Tsipoulanidis, A., &Schönberger, J. (2021). *Global supply chain and operations management*. Springer International Publishing.

Suggestive Readings (latest editions should be referred to)
1. Wolfgang, L. (2017). *The global supply chain: How technology and circular thinking transform our future*. Springer
2. Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). *Environmental sustainability in fashion supply chains: An exploratory case based research.* International journal of production economics, 135(2), 659-670.

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

GENERIC ELECTIVES (GE-7): FAMILY BUSINESS MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives
The Learning Objectives of this course are as follows:
- Students will develop an understanding of the dynamics of joining a family firm
- Explore and secure values and opportunities within the family business.

Learning outcomes
The Learning Outcomes of this course are as follows:
- Explain the various concepts of family business.
- Plan the growth and sustainability of family business.
- Describe and appraise the government support available for business.

SYLLABUS OF GE-7

Unit - 1: Family-Owned Business   **(12 Hours)**
Define family-owned business, nature, importance, and uniqueness of family business. Classic systems of a family enterprise (the family system, the ownership system, the enterprise system). Governance systems (enterprise governance, family governance - family council, owner governance - ownership form); creating a governance structure. Systems approach to family interaction (triangle, scapegoat, homeostasis, boundaries). Great families in business: building trust and commitment.

Unit -2: Diagnosing Family Entanglements   **(12 Hours)**
Family genogram. Developing Business family's genogram, the role of genograms and family messages to understand the family system. Using the Genogram to identify family scripts and themes. Family emotional intelligence - The ECI-U Model. Circumplex model of marriage

and family systems (understanding family cohesion and family flexibility), Application of

circumplex model, clinical rating scale and developing circumplex model.

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

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

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

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

Practical component (if any) - NIL

Essential/recommended readings

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

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

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

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

The Learning Objectives of this course are as follows:
- To equip students with the knowledge and practical understanding of important dimensions of managing one's personal finance.
- To enable students' understand and plan their tax liabilities, investments, insurance coverage, and retirement.

Learning outcomes

The Learning Outcomes of this course are as follows:
- Understand the fundamentals of Personal Financial Planning.
- Explore of managing personal tax liabilities.
- Ascertain and choose appropriate insurance policies for managing personal risks.
- Appreciate the importance of choosing the right investments for managing personal finance.
- Define the basic concepts and underlying principles for Retirement Planning.

SYLLABUS OF GE-8

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

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

Unit -2: Managing Insurance Needs   (12 Hours)

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the

Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance,

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

Unit -3: Managing Investments   (12 Hours)

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

Unit 4: Investing in Real Estate and Retirement Planning   (9 Hours)

Investing in Real Estate – Some Basic Considerations. Modes of Real Estate Investment – Raw Land, Commercial Properties, Residential Properties, Real Estate Investment Trusts (REITs)and Infrastructure Investment Trust (InvITs).

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

Practical component (if any) - NIL
Essential/recommended readings

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

Suggested readings -

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

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

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Introduction to International Business (GE 9)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

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

Learning outcomes

The Learning Outcomes of this course are as follows:

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

SYLLABUS OF GE-9

Unit 1: Introduction to International Business   (9 Hours)
Globalization – concept, significance and impact on international business; international business contrasted with domestic business; complexities of international business; internationalization stages and orientations; modes of entry into international businesses.

Unit 2: International Trade   (12 Hours)
Theories of international trade – Theory of Absolute Advantage theory, Theory of Comparative Advantage, Factory Proportions theory and Leontief paradox, Product Life Cycle theory, Theory of National Competitive Advantage; Instruments of trade control.

Unit 3: International Business Environment   (12 Hours)

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

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

Unit 4: International Finance and Contemporary Issues   (12 Hours)
Types of FDI - Greenfield investment, Mergers & Acquisition, strategic alliances; benefits and drawbacks of FDI. Overview of Exchange Rate systems. Contemporary issues in international business: Outsourcing and its potential for India; international business and sustainable development.

Practical component (if any) - NIL
Essential/recommended readings
1. Bennett, R. International Business, Delhi: Pearson.
2. Cavusgil,   S.   T.,   Knight, G.   &   Riesenberger. International Business: Strategy, Management and the New Realities. Pearson India.
3. Charles, W L Hill & Jain, A. K. International Business, New Delhi: Tata McGraw Hill.

Suggested readings
1. Daniels, J. D., Radenbaugh, L. H. & Sullivan, D. P. International Business, Pearson Education.
2. Griffin, R. W &Pustay, M. W. International Business - A Managerial Perspective. Prentice Hall.
3. Menipaz, E., Menipaz A. and Tripathi S.S. International Business : Theory and Practice. New Delhi. Sage Publications India Pvt. Ltd.

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

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Personal Selling (GE 10)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:
- To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Learning outcomes

The Learning Outcomes of this course are as follows:
- Describe the concept of personal selling and related terms.
- Explore various stages in the selling process and the catalytic role of sales persons in the effective functioning of an organization.
- Apply tools and techniques of selling process.

SYLLABUS OF GE-10

Unit 1: Personal Selling (12 Hours)

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

Unit 2: Theories of Selling (9 Hours)

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

Unit 3: Selling Process (15 Hours)

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

Unit IV: Sales Territory (9 Hours)

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

sales   territories.

Practical component (if any) - NIL

Essential/recommended readings

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

Suggested readings

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

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

GENERIC ELECTIVES (GE-11) BASICS OF HUMAN RESOURCE

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Basics of Human Resource Management (GE 11)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

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

Learning outcomes

The Learning Outcomes of this course are as follows:

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

- Develop an understanding of human resource management functions and practices.
- Create and develop awareness of certain important issues in industrial relations.

Unit -1: Introduction to Human Resource Management (9 Hours)

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

Unit -2: Recruitment and Selection (12 Hours)

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

Unit -3: Training and Development (12Hours)

Training: Concept, Training Process, Methods of training; Management development: Concept & Methods; Performance Management System: Concept, uses of performance appraisal, performance management methods; Career planning: Importance and stages. Compensation: Components of pay, factors influencing compensation, steps in determining compensation, job evaluation; Incentives: Importance and types; Benefits: Need, types of benefits.

Unit -4: Industrial Relations (12 Hours)

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

Practical component (if any) - NIL
Essential/recommended readings

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

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

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Ethics and Governance in Business (GE 12)	4	3	1	0	CLASS XII PASS	NIL

Learning Objectives

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

Learning outcomes

The Learning Outcomes of this course are as follows:
- Determine ethical dilemmas in common business situation and finding ways to solve it.
- Examine the role of ethics in different functional areas of business.
- Explore the importance of corporate governance in ensuring fairness, accountability and transparency in the organization.

SYLLABUS OF GE-12

Unit -1: Business Ethics (9 Hours)
Introduction, meaning of ethics, moral and ethics, types of business ethical issues, why ethical problems occur in business, ethical dilemmas in business; Normative theories – Egoism, Utilitarianism, Ethics of duty, Ethics of rights and justice, Virtue ethics and ethics of care; Gandhian Ethics and its relationship with normative theories.

Unit -2: Ethical Issues in Functional Areas of Business (15 Hours)
Finance: ethical issues in accounting, finance, banking, takeovers; Whistle blowing: kinds of whistle blowing, whistle blowing as morally prohibited, permitted and required, corporate disclosure; Insider trading.
HRM: Discrimination, affirmative action and reverse discrimination; Inclusion and preferential hiring; Sexual harassment.
Marketing: Green marketing; Product recalls; Ethics and Advertising.
 Production: Safety and acceptable risk;, Product safety and corporate liability; Green

production..

Information technology : Cyber-crime; Privacy and internet ethics

Unit -3: Corporate Governance   **(12 Hours)**
Concept, need to improve corporate governance standards, pillars of good governance; Role played by the Government as a regulator to improve corporate governance with reference to provisions introduced in the Companies Act. 2013; Board of Directors and their role in governance; Duties and responsibilities of auditors; Rights and privileges of shareholders, investor's problem and protection; Corporate governance rating process and parameters.

Unit -3: Corporate Governance Models and Committees   **(9 Hours)**
Models of corporate governance; Committees on Corporate Governance: UK scenario (Cadbury Committee), US scenario (Sarbanes Oxley Act), OECD principles; Indian experience: An overview of recommendations of corporate governance committees in India - CII Code of Best Practices, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayan Murthy Committee, Kotak Committee, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with reference to composition and role of Board of Directors, and Role of independent directors

Practical component (if any) - NIL
Essential/recommended readings

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

Suggested readings

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

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

UNIVERSITY OF DELHI

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

(In Accordance with the National Education Policy 2020)

(EFFECTIVE FROM ACADEMIC YEAR 2022-23)

SEMESTER VII

BBAFIA – SEM 7.

S. NO.	PAPER NAME	CODE	STATUS
1.	Behavioural Finance	DSC-19	New Paper
2.	Project Appraisal and Financing	DSE - 3	Already Passed
3.	Digital Finance	DSE-5	Already Passed
4.	Microfinance	DSE–6	Already Passed
5.	Management of Financial Institutions	DSE-7	Already Passed
6.	Insurance Management	DSE-9	Already Passed
7.	International Financial Architecture	DSE-11	Already Passed
8.	Advanced Derivatives	DSE-13	New Paper
9.	Infrastructure Finance	DSE-15	New Paper
10.	Fundamental of Financial Management	GE-1	Already Passed
11.	Fundamentals of stock Trading	GE-3	Already Passed
12.	Essentials of Financial Investments	GE-5	Already Passed
13.	Emerging Banking and Financial Services	GE-7	Already Passed
14.	Economic Legislation	GE-9	Already Passed
15.	Introduction to Digital Finance	GE-11	New Paper
16.	Entrepreneurial Finance	GE-13	New Paper

DSC 19: BEHAVIORAL 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		
Behavioral Finance DSC-19	4	3	1	0	Class XII	NA

Course Objectives

- To introduce the students to the role of human behaviour in financial decision making with the aim to provide a comprehensive view of the psychological foundations and their applications to Corporate Finance and understanding Investor Behavior.

Learning Outcomes

After studying this course the student will be able to:

- Establish a strong foundation of the basic concepts of Behavioral Finance.
- Understand the psychological biases and heuristics which affect financial decision making.
- Understand the application of Behavioral finance in Corporate Finance, Individual and Institutional Investor Trading Behavior.

Unit 1: Foundation and Key Concepts **(9 Hours)**

Introduction to Behavioural Finance – Overview, Evolution, Key Themes, and Applications. Traditional versus Behavioural Finance: Limits to Arbitrage – Market Efficiency, Fundamental Risk, Noise Trader Risk, Implementation Costs. Theoretical and Empirical underpinnings of Behavioral Finance – Prospect Theory, Framing Effects, Heuristics and Biases, and Affect Theory. Emotional Finance: Concept, Emotional Finance in Practice – Risk, Momentum, Bad News Anomaly.

Unit 2: Psychological Concepts and Behavioral Biases **(12 Hours)**

Heuristics or Rules of Thumb, Disposition Effect, Prospect Theory and Behavioral Finance, Overconfidence, Representativeness Heuristics, Familiarity Bias, Limited Attention, Ambiguity aversion, Loss aversion, Framing, Self-deception, Mental Accounting, Self-control, Regret avoidance, Availability bias, Anchoring bias, Optimism and Wishful Thinking, Overreaction and Underreaction,

Self-attribution, Endowment Effect, Herd Behavior, Hindsight bias, Winners' Curse, Cognitive Dissonance, Status Quo bias.

Unit 3: Behavioural Corporate Finance   (12 Hours)

Financing Decisions: Financing Decisions of an Optimistic Manager, Financing Decisions of an Overconfident Manager, Trade-off Model: Incorporating Manager-Shareholder Conflicts, Trade-off Model: Incorporating Bondholder-Shareholder Conflicts. Capital Budgeting and Other Investment Decisions: Effects of managerial overconfidence and optimism on the capital budgeting decisions, Factors Affecting the Impact of Managerial Biases, Theories of Investor Biases, Theories of Managerial Biases.

Unit 4: Investor Behavior   (12 Hours)
Individual Investor Trading: Rational Explanations, Behavioral Explanations; Aspects of Individual Investor Trading – Disposition Effect, Local Bias, Learning over Time; Implications of Individual Investor Trading – Asset Prices, Cost of Time. Individual Investor Portfolios: Biases and Diversification. Cognitive Abilities and Financial Decisions: Investor Age and Investment Decisions?; Cognitive Abilities and the Three Puzzles. Institutional Investors: Holding and Trades of Institutional Investment Managers, Capital Flows to Institutional Investors. Culture in Finance: Impact of Culture. Social Interactions and Investing: Herding and Information Cascades.

Essential Readings:

- Baker, H. K., & Nofsinger, J. R. (Eds.). (2010). Behavioral finance: investors, corporations, and markets (Vol. 6). John Wiley & Sons. Publication
- Shleifer, Andrei. "Inefficient Markets-An Introduction to Behavioural Finance". Oxford University Press.
- Forbes, W. (2015). *Behavioural finance*. John Wiley & Sons.
- Ackert, L. F., & Deaves, R. (2011). Understanding behavioral Finance. Cengage Publication.

Additional Readings

- Barberis, N. (2003). A Survey of Behavioral Finance. *Handbook of the Economics of Finance*, *1*.
- Kahneman, D., & Tversky, A. (2000). "Choices, Values and Frames". Cambridge University Press

    The latest published research papers and books should be used for teaching.

Examination scheme and mode:

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

DSE 3: PROJECT APPRAISAL AND FINANCING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

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

Learning Outcomes:

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

- Apply various methods of project Appraisal.

- Use Capital Budgeting techniques for financial evaluation and selection of Projects.

- Understand the concept and application of Social Cost and Benefit Analysis.

- Carry out Risk Analysis for business projects and identify alternative sources of financing.

- Apply appraisal techniques for evaluating live projects.

Course Contents

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

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

Unit 2: Financial and Social Appraisal   (15 hours)

Project Cost and its components, Investment Evaluation Methods (Non-Discounting and Discounting Methods): Payback Period, Accounting Rate of Return, Discounted Payback Period, Net Present

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

Unit 3: Project Risk Analysis **(12 hours)**

Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree Analysis, Project Selection under Risk – Judgmental Evaluation, Payback Period, Risk Adjusted Discount Rate Method, Certainty Equivalent Method, Strategies for Risk Management.

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

Capital Structure; Choices of Financing; Sources of Financing – Internal Accruals, Equity Capital, Preference Capital, Debentures (or Bonds), Term Loans, Venture Capital, Private Equity, Venture Capital Vs Private Equity, Loan Syndication, Consortium Financing, Public Private Partnership (PPP), Securitization, Crowd Funding; Raising Capital from International Markets: Foreign Issue, Foreign Direct Investment (FDI), External Commercial Borrowings (ECB).

Essential Readings:

1. Chandra, P. (2019) Projects – Planning, Analysis, Selection, Financing, Implementation, and Review. McGraw Hill Education.

2. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. Taxman Publications.

Additional Readings:

1. Goodpasture, J. C. (2003). Quantitative methods in project management. J. Ross Publishing.

2. Chandra, P. (2022). Financial Management: Theory and Practice. McGraw Hill Publishing.

Latest edition of the books and research papers should be used.

Examination scheme and mode:

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Digital Finance DSE-5	4	3	1	0	Class XII	NA

Course Objective(s):

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

Learning Outcomes:

After studying this course the student will:

- Understand the nature of digital revolution in finance.

- Explore digital technologies and products, and state reaction to the digital revolution.

- Examine FinTech, big data analytics and new financial business models.

Course Contents:

Unit 1: Digital Transformation of finance (6 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   (15 hours)

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

Unit 4: FinTech, Big Data Analytics and new Financial Business Models   (15 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:

- Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2019). Disrupting finance: FinTech and strategy in the 21st century (p. 175). Springer Nature.
  2. Beaumont, P. H. (2019). Digital Finance: Big Data, Start-ups, and the Future of Financial Services. Routledge.

Additional Readings:

- 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.

Latest edition of the books and research papers should be used.

Examination scheme and mode:

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

DSE 6: MICROFINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

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

Learning Outcomes:

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

- Explore the facts and figures regarding Poverty in India.

- Examine the need and relevance of Microfinance.

- Describe the role of Micro Finance Institutions for financial Inclusions.

- Understand the role of NGOs in implementing the Governments welfare policies.

Course Contents

Unit 1: Introduction to Microfinance (9 hours)

Background, evolution and Overview; Emerging trends in Micro finance; Poverty: Sources and Consequences of Poverty, Understanding the construct of Poverty Indices - The Human Poverty Index (HPI) developed by UN and Global Multidimensional Poverty Index (MPI), critical evaluation of India's position on the Poverty Index; Understanding of Human Development Index and Hunger Index.

Unit 2: Microfinance Models (12 hours)

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

Unit 3: Microfinance Institutions (12 hours)

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

Unit 4: Social Rating, Credit Rating of MFIs   **(12 hours)**

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

Essential Readings:

- Latest RBI Regulations on Microfinance and Micro financial Institutions.

- Panda, D. K. (2010). *Understanding microfinance*. Wiley India..

- Indian Institutes of Banking and Finance (2nd Edition). "Micro-finance Perspectives and Operations", MacMillan India Ltd.

- Armendariz, B. & Morduch, J. (2005) The Economics of Microfinance. Prentice-Hall of India Pvt. Ltd. Delhi, 2005.

Additional Readings:

- Ledgerwood, J. (1998). Microfinance Handbook: An Institutional and Financial Perspective. *World Bank*.

- Harper, M. (2003). Practical micro-finance: a training guide for South Asia. Vistaar Publication, New Delhi.

Latest edition of the books and research papers should be used.

Examination scheme and mode:

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objective(s):

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

Learning Outcomes:

After studying this course the student will be able to:

- Understand the functioning of a financial institution.

- Explore the entire process of operating a bank and other financial institutions with

respects to the rules and regulations prescribed by the regulators.

- Examine the problems faced by the banks like that of NPA or of liquidity challenge etc. and tools and techniques to manage them.

Course Contents:

Unit 1: Foundation and Key Concepts   **(9 hours)**

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

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

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

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

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

Unit 4: Measuring and Managing Risk Part 2   **(12 hours)**

Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window. Market risk; Regulatory Models: The BIS Standardized Framework, Off- Balance Sheet Risk: Off-Balance-Sheet Activities, Returns and Risk of Off-Balance-Sheet Activities; Technology and Other Operational Risk, Securitization.

Essential Readings:

- Latest RBI guidelines on banking regulation.
- Saunders, A., Cornett, M. M., & Erhemjamts, O. (2021). *Financial institutions management: A risk management approach*. McGraw-Hill.
- Paul, J., & Suresh, P. (2010). *Management of Banking and Financial services*. Pearson India.

Additional Readings:

- Sironi, A., & Resti, A. (2007). *Risk management and shareholders' value in banking: from risk measurement models to capital allocation policies*. John Wiley & Sons.
- RBI Master Circulars and other Regulatory documents applicable at the time of teaching the course.

Latest edition of the books and research papers should be used.

Examination scheme and mode:

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Insurance Management DSE-9	4	3	1	0	Class XII	NA

Course Objectives:

- To enable students to identify and manage different types of risks.

- To enable to understand the concepts, types and principles of Insurance.

- To know the important aspects and technical components of management of Insurance business.

Learning Outcomes:

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

- Identify the different types of Risks and learn how to manage them.

- Understand the concept, principles and technical components of Insurance contracts.

- Comprehend the functioning of Insurance company operations.

- Learn various important and strategic aspects of management of Insurance business.

Course Contents

Unit 1: Insurance and Risk (12 hours)

Risk – Definitions of Risk, Chance of Loss, Peril and Hazard, Classification of Risk, Major Personal Risks and Commercial Risks, Burden of Risk on Economy and Society. Insurance – Definition of Insurance, Basic Characteristics of Insurance, Law of Large Numbers, Characteristics of an Ideally Insurable Risk, Benefits and Costs of Insurance to Society. 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:

- Rejda, G.E., McNamara, M.J. & Rabel, W.H. (2019). Principles of Risk Management and Insurance. Pearson Education.

- Mishra, M. N., & Mishra, S. B. (2011). *Insurance Principles and Practice*. S. Chand Publishing.

Additional Readings:

- Gupta, P.K. (2022). Insurance and Risk Management. Himalaya Publishing House.

- "Insurance and Risk Management" modules by Institute of Chartered Accountants of India.

Latest edition of the books and research papers should be used.

Examination scheme and mode:

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

DSE 11: INTERNATIONAL FINANCIAL ARCHITECTURE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Financial Architecture DSE-11	4	3	1	0	Class XII	NA

Course Objective:

- To acquaint students with the latest developments in the international trading environment and multilateral agencies contribution in economic development.

Learning Outcomes:

After completion of this paper students will be able to:

- Understand the latest development in the international trading environment which will enable them to make better decisions related to cross border trade.

- Explore the different international investment avenues and opportunities.

- Examine 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:

- Radebaugh, L.H., Sullivan, D.P., Salwan, P & Daniels, J.D. (2016). International Business Environments and Operations. Pearson.
- Hill, W. L. Charles and Jain, A.K. (2008). International Business (6th ed). India: McGraw Hill.

Additional Readings:

- Roger, B. (1999). International Business, Financial Times. London. Pitman Publishing.
- Sharan, V. (2003). International Business (2nd ed). India: Pearson Education.
- Krueger, A. O. (2002). Economic Policy Reforms and the Indian Economy. OUP.
- Velasquez, M. G. (2012). Business Ethics Concepts and Cases (7th ed.). New Delhi: PHI.

Latest edition of the books and research papers should be used.

Examination scheme and mode:

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

DSE 13: ADVANCED DERIVATIVES

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		

Advanced Derivatives DSE-13	4	3	1	0	Class XII	(if any) Basic Derivatives

Course Objectives:

- To equip students with understanding and implications of Greeks, Financial Swaps and Cryptocurrencies.

Learning Outcomes:

After studying the course the student will be able to:

- Understand Greeks, Financial Swaps, Cryptocurrencies etc.
- Evaluate the Interest rate Futures
- Understand the Exotic options and their application
- Understand the concept of hedging, speculation and arbitrage.

Unit 1: Greeks (12 hours)

Calculation of delta, gamma, rho, theta and Vega for stock options (with and without dividend) and currency options. Relationship and comparison among stock Greeks. Delta Hedging, Gamma Hedging. Making a portfolio Delta Neutral, Gamma Neutral, Delta positive Gamma Neutral and Delta positive Gamma Neutral.

Unit 2: Swaps & Interest rate Futures (9 hours)

Introduction to Swaps, Interest rate swaps, currency swaps, cross-currency swaps. Understanding Credit default swaps (CDS), Valuation of CDS. CDS: Forwards and Options. Interest rate Futures, Interest rate cap and floor, FRA.

Unit 3: Exotic options (12 hours)

Nonstandard American options, Gap options, Forward start options, Cliquet options, Compound options, Chooser options, Barrier options, Binary options, Lookback options, Shout options, Asian options, Options to exchange one asset for another, Basket options.

Unit 4: Weather, Energy and Insurance Derivatives: (12 hours)

Introduction to Weather derivatives, Understanding HDD & CDD and its calculation. Energy Derivatives: Trading of Crude Oil, Natural Gas and Electricity, Modeling Energy prices, Understanding Insurance derivatives.

Essential Readings:

1. John C. Hull. Options, Futures and Other Derivatives (Eighth ed.). Pearson Education.

Additional Readings:

1. JurgenFranke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of

Financial Markets.

2. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead,

K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice

Hall of India

3. McDonald, Derivatives Markets, (latest ed.), Pearson.

4. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.

Examination scheme and mode:

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

DSE 15: INFRASTRUCTURE 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		
Infrastructure Finance DSE-15	4	3	1	0	Class XII	Financial Management

Course Objective:

- To equip the students to understand the basic project financing framework; the rationale for using project financing as opposed to direct conventional financing; the identification and management of risks associated with a large scale project; evaluating a project's viability using analytical tools; sources of project funds; using public-private partnerships as a mode of project financing; and the crafting of contractual arrangements to allocate a project's risk and economic rewards among the parties involved.

Learning Outcomes:

After studying the course the student will be able to

- Understand the basic project financing framework and the circumstances in which project financing is likely to be appropriate.
- Integrate and apply the necessary qualitative and quantitative tools and techniques (learned in real estate and corporate finance) to evaluate project viability

- Engineer financial arrangements to allocate the risks and returns of the project to the participants in the project.

Course Contents:

Unit 1 Introduction to Infrastructure Finance   **(9 hours)**

Infrastructure financing: Rationale, Corporations, Finance and Projects, Project company Business Model, Project Cycle, Private Finance Initiative- Origin, Types and Features, Procurement process principles , Contract and control structure , special purpose or project vehicle and financing, Public Private collaboration: Types of PPP, Financial risk in PFI and PPPs, Challenges for PFI and PPP

Unit 2- Managing Risk in Project Finance Transactions   **(12 hours)**

The project cycle revisited, Risk management approaches, The project company and risk identification, Risks in the construction phase, Risk during operations- Revenue Risks, Operating Cost Risks, Technical Risks, Environmental and Social Risk, Financial Risks – Interest rate risks, Currency risks, Loan and investor syndication, Taxation risks, Legal and political risks ,Project insurance.

Unit 3- Financial Evaluation and Financial Structure   **(12 hours)**

Sources of Finance: Project funding: equity and debt, Private equity: infrastructure funds, Sovereign wealth funds, Equity: issues facing investors, Debt - International development banks- A/B loans, National development banks, Export credits, Commercial bank loans, Bonds, Leasing, Offsets.

Valuation and the project company, Valuation and the project company as a single-asset business, Capital budgeting decisions

Quantitative analysis, Measures used by investors, Payback period, Present values and internal rates of return, Measures used by lenders, Debt service cover ratio, Interest cover ratio, Coverage ratios, Cash flow models

Unit 4: Project Process and Contractual Framework   **(12 hours)**

The contractual framework, corporate identities and issues, Preliminary documents, Construction contract, Operations and maintenance contract, Supply contract, Sales contract, Payment structures, Tolling contract, Contracts for difference, Availability payment, Loan agreement, Intercreditor agreement, Shareholder's agreement.

The project process, Project/public private partnership unit, Project process structure, Business plan/project information memorandum, Activities in the bid process, Procurement laws and infrastructure, Timetable and bid costs, Innovative proposals, Raising the funds, Mandate letter, Due diligence, Project monitoring

Essential Readings:

1. Blaiklock, M. (2014). *The infrastructure finance handbook: principles, practice and experience*. Euromoney Books

2. Pretorius, F., Chung-Hsu, B. F., McInnes, A., Lejot, P., & Arner, D. (2008). *Project finance for construction and infrastructure: principles and case studies*. John Wiley & Sons.

Additional Readings:

1. Esty, B. C., & Sesia, A. M. (2007). An overview of project finance and infrastructure finance 2006 update. Boston, MA: Harvard Business School.

2. Pouliquen, L. Y. (1970). Risk Analysis in project appraisal. World Bank staff occasional papers, No.11 (Washington D.C., IBR), 52-62.

Examination scheme and mode:

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

GENERIC ELECTIVE (GE) COURSES

GE 1: FUNDAMENTALS OF FINANCIAL MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To provide an understanding of the essential elements of the financial environment in which the business firm operates.

- To acquaint students with the techniques of financial management and their applications for business decision making.

Learning Outcome:

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

- Understand basic concepts of financial management.

- Explore how to coordinate various decisions to maximise wealth of an organisation in today`s financial environment. Students will be equipped to arrive at strategic corporate finance decisions with the required accuracy which will be aided by using various excel functions.

Course Contents:

Unit 1   **(9 hours)**

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

Unit 2   **(15 hours)**

Strategic Investment Decisions: Capital Budgeting -; Nature and meaning of capital budgeting; Principles and Process; Estimation of relevant cash flows and terminal value; Evaluation techniques– Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitability Index Method.

Cost of Capital: Meaning and concept, Measurement of cost of capital – Cost of debt, Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights (WACC).

Unit 3   **(12 hours)**

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

Unit 4   **(9 hours)**

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

Essential Readings:

1. Berk and DeMarzo, 5th ed., Pearson - Prentice Hall.

2. Horne, James C V. and John M. Wachowicz, Jr. "Fundamentals of Financial Management. 13th ed; FT Prentice Hall, Pearson Education.

3. Pandey, I.M. Financial Management, Pearson.

Additional Readings:

1. Khan, M.Y. & Jain, P.K. Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.

2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P.. Principles of Corporate Finance. New Delhi: Tata Mc-Graw Hill.

Examination scheme and mode:

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

GE 3: FUNDAMENTALS OF STOCK TRADING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

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

Learning Outcomes:

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

- Understand the fundamentals of investments and the investment environment. Able to compare and evaluate different investment opportunities.

- Comprehend the structure and composition of Indian Securities market.

- Learn the mechanism involved in online stock trading.

- Grasp the concepts associated with investing in 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:

1. Tripathi, Vanita and Panwar, Neeti: Investing in Stock Markets. Taxmann Publications.

2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.

Additional Readings:

1. Rustagi, R.P., Investment Management. Sultan Chand Publications.

2. Tripathi, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.

Examination scheme and mode:

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

GE 5: ESSENTIALS OF FINANCIAL INVESTMENTS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Essentials of Financial Investments GE-5	4	3	1	0	Class XII	NA

Course Objectives:

- To familiarize students with the essential concepts and fundamentals of financial investments.

- To enable students to understand and make informed choice about the various available financial investment alternatives.

Learning Outcomes:

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

- Understand the fundamentals of financial investments and the investment decision process.

- Compute various measures of risk and return, and understand their role for evaluating investments.

- Explore and carry out security analysis using different approaches.

- Examine 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, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.

2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.

Additional Readings:

1. Rustagi, R.P., Investment Management. Sultan Chand Publications.

2. Reilly, F. K. & Brown, K.C. Analysis of Investments and Management of Portfolios, Cengage India Pvt. Ltd.

Examination scheme and mode:

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

GE 7: EMERGING BANKING AND FINANCIAL SERVICES

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objective:

- To familiarize students with banking reforms in the last decade, concept of neo banks, rising issue of non-performing asset and its impact on day-to-day functioning.

- To make students learn about financial services such as Leasing, Hire Purchase, Credit Rating, Securitization and Venture Capital Financing.

Learning Outcomes:

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

- Examine the relevance of financial reforms introduced in Indian banking sector.

- Understand the rising problem of non-performing assets in Indian banking sector.

- Learn the importance of Neo-banks and M&A in Indian banking sector.

- Explore the various financial services available in India along with the latest innovations and technological integration in the field of finance.

Course Contents:

Unit 1   **(12 Hours)**

An overview of the Indian Banking system; Major Banking Reforms in the last decade: Payment banks, Monetary Policy Committee, MCLR Based Lending, Innovative Remittance Services; Issues in financial reforms and restructuring; Future agenda of reforms: Assessing Non- Performing Assets in Indian Banking, Previous methodologies for recovery, Impact of Gross NPAs on a bank's bottom line – burning need for bad banks, Functioning of Bad Banks, Government backing for bad banks - National Asset Reconstruction Company Ltd. (NARCL).

Unit 2   **(12 Hours)**

Introduction to Neobanks, Functions of neobanks, Operating Model of neobanks, Regulatory requirements for setting up and running neobanks, Emerging need for neobanks, neo banks vs traditional banks. Merger & Acquisition: Introduction, Benefits of mergers, Synergies accruing out of mergers, Regulatory mechanisms surrounding M&A in banking, Case-studies of recent banking mergers and related outcomes.

Unit 3   **(12 Hours)**

Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems Lessee's angle (PV and IRR methods) and Lessor's perspective, Hire Purchase interest &Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, mathematics of HP.

Unit 4   **(9 Hours)**

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India.

Essential Readings:

1. Pathak, B. Indian Financial System (4th ed). Pearson Publication.

2. Khan, M. Y. (2013). Financial services. New Delhi: McGraw Hill Education.

3. Machiraju, H. R. (2002). Indian financial system. New Delhi, Vikas Publication House.

Additional Readings:

1. Verma, J. C. (1996). Bharat's manual of merchant banking: Concept, practices and procedures with SEBI clarifications, guidelines, rules and regulations. New Delhi: Bharat Law House.

2. K. Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.

3. Ennew. C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional.

Examination scheme and mode:

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

GE 9: ECONOMIC LEGISLATION

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Economic Legislation GE-9	4	3	1	0	Class XII	NA

Course Objective(s):

- To provide knowledge about laws related to competition in Indian business and trade environment.

- To have an understanding on Insolvency and bankruptcy code, money laundering and foreign exchange management laws.

Learning Outcomes:

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

- Recognise the economic issues in a legal problem and apply the economic way of thinking to analyse it.

- Assess the efficiency effects of legal rules and policies.

- Practice case analyses and evaluation of corporate conduct.

Course Contents:

Unit 1: Competition Act 2002 and Fugitive Economic Offenders Act 2018   (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; Competition Act Amendment 2024.

The Fugitive Economic Offenders Act 2018: 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 Act 2016   (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 Mercantile Law, National Publishing Trust.
2. Aggarwal Rohini, Mercantile & Commercial Law, Taxmann
3. Kucchal M. C., Mercantile Law, Vikas Publishing House (P) Ltd.

4. Kapoor N. D., Elements of Mercantile Law, Sultan Chand,

Examination scheme and mode:

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

GE 11: INTRODUCTION TO DIGITAL FINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/Practice		
Introduction to Digital Finance GE- 11	4	3	1	0	Class 12	None

Learning Objectives

- To provide a foundational understanding of digital finance, encompassing key concepts, technologies, and trends shaping the financial landscape.
- To provide insights into digital payment systems, financial technology platforms, and emerging innovations, preparing them to navigate and contribute to the evolving field of digital finance.

Learning Outcomes:

After completing the Introduction to Digital Finance course, students will be able to:

- Understand financial technology's foundations,
- Examine the various digital payment systems,
- Understand fintech platforms, and emerging trends.
- Analyse the impact of digital finance on traditional models, evaluate regulatory considerations, and recognize opportunities and challenges in the rapidly evolving digital financial landscape.

Unit 1: Foundations of Digital Finance   (12 hours)

Introduction to Financial Systems; Definition and Components of financial systems, Traditional vs. digital financial systems. **Evolution of Digital Finance**; Historical overview of financial technology (fintech), Key milestones in the development of digital finance. **Key Concepts in Digital Finance**; Digital currencies and cryptocurrencies, Mobile payments and digital wallets, Peer-to-peer lending and crowdfunding. **Regulatory Landscape**; Overview of global and Regional Regulations, Compliance and risk management in digital finance.

Unit 2: Digital Payment Systems   (12 hours)

Electronic Payments; Credit and debit cards, Automated Clearing House (ACH) transfers. **Mobile Payments;** Mobile wallets and apps, Near Field Communication (NFC) technology. **Cryptocurrencies and Blockchain;** Introduction to blockchain technology, Bitcoin and other cryptocurrencies. **Cross-Border Payments;** Challenges and solutions in international transactions, Role of digital finance in reducing friction in cross-border payments.

Unit 3: Financial Technology Platforms   (11 hours)

Digital Banking; Online banking services, Neobanks and their features. **Peer-to-Peer Lending;** Overview of P2P lending platforms, Risks and benefits for borrowers and lenders. **Robo-Advisors and Wealth Management;** Automation in investment advisory services, Role of artificial intelligence in financial decision-making. **Insurtech and Digital Insurance;** Innovations in the Insurance Industry, Digital platforms for insurance services.

Unit 4: Emerging Trends and Future Perspectives   (10 hours)

Artificial Intelligence in Finance; Applications of AI in financial services, Challenges and ethical considerations. **Internet of Things (IoT) and Finance;** IoT in banking and personal finance, Security and privacy implications. **Regulatory Technology (RegTech);** Role of technology in regulatory compliance, Impact on financial institutions and regulators. **Future of Digital Finance;** Emerging technologies and trends, Social, economic, and cultural implications of digital finance.

Essential Readings:

- Hines, B. (2021). Digital finance: security tokens and unlocking the real potential of blockchain. John Wiley & Sons, Inc.
- Lewis, A. (2018). The Basics of Bitcoins and Blockchains.

Additional Readings:

- Gupta, P., & 8; Tham, M. (2018). Fintech: The New DNA of Financial Services (1st ed.).
- Vigna, P., & Casey, M. (2016). The Age of cryptocurrency: How bitcoin and the Blockchain are challenging the global economic order. First Picador edition. New York, New York, Picador/St. Martin's Press.

Examination scheme and mode:

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

GE 13: ENTREPRENEURIAL FINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/Practice		
Entrepreneurial Finance GE- 13	4	3	1	0	Class 12	None

Learning objectives:

- To build knowledge and skills in entrepreneurial finance.
- To understand the financing of small and medium-sized businesses from the perspective of both the entrepreneur and investors.

Learning Outcomes:

After completing the Introduction to Digital Finance course, students will be able to:
- Examine the requirements of funding for entrepreneurs.
- Analyse company's capital structure and its impact on profitability.
- Assess the present and future of any entity.

Course Contents:

Unit 1: Entrepreneurial Finance and Funding Opportunities   (12 hours)
The concept of entrepreneurial finance. Understanding financial management: objectives, concept of risk and return, time value of money.
Financing a new venture: seed fund, boot strapping, angel funding, VC funding, funding rounds. Long-term & short term financing. Term sheets; Financing from Government Agencies like Startup India Seed Fund Scheme.

Unit 2: Investment Techniques for Growth   (12 hours)
Cost of capital: meaning, classification & computation. Capital budgeting techniques. Capital structure and its impact on EPS.

Unit 3: Assessing Working Capital Requirements for Business   (12 hours)
Working capital, factors determining working capital. Estimation of working capital requirements. Financing of working capital. Optimum Inventory level, cash conversion cycle.

Unit 4: Business Analysis and Exit Strategies   (9 hours)
Break even Analysis. Ratio Analysis for evaluation of operating and financial performance. Fundamental analysis. Growth and exit strategies. Process of IPOs.

Essential/Recommended Readings:

- Leach, C.J. and Melicher, R.W (2021): Entrepreneurial Finance, Thomson.
- Stanton, J.M., (2003) Entrepreneurial Finance – For New and Emerging Businesses, Thomson

Additional Readings:

- Smith, J.K., Smith, R.L. and Bliss, R.T., Entrepreneurial Finance, Stanford University Press
- Smith, J.K. and Smith, R.L., Entrepreneurial Finance, Wiley
- Rogers, S., Entrepreneurial Finance, McGraw Hill
- Chandra, P., Financial Management, McGraw Hill

Examination scheme and mode:

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

UNIVERSITY OF DELHI

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

(In Accordance with the National Education Policy 2020)

(EFFECTIVE FROM ACADEMIC YEAR 2022-23)

SEMESTER VIII

BBAFIA – SEM 8.

S. NO.	PAPER NAME	CODE	STATUS
1.	Fixed Income Securities	DSC-20	New Paper
2.	Strategic Corporate Finance	DSE-1	Already Passed
3.	Corporate Analysis & Valuation	DSE-2	Already Passed
4.	Financial Econometrics	DSE-4	Already Passed
5.	Marketing of Financial Services	DSE-8	Already Passed
6.	Entrepreneurial Finance	DSE-10	Already Passed
7.	Wealth Management	DSE-12	Already Passed
8.	Environmental Finance	DSE-14	New Paper
9.	Private Equity	DSE-16	New Paper
10.	Financial Management of Family Business	GE-2	Already Passed
11.	Fundamental of Econometrics	GE-4	Already Passed
12.	Personal Finance	GE-6	Already Passed
13.	Working Capital Management	GE-8	Already Passed
14.	Introduction to Mutual Funds	GE-10	New Paper
15.	Introduction to foreign Exchange Market	GE-12	New Paper

DISCIPLINE SPECIFIC CORE (DSC) COURSES

DSC 20: FIXED INCOME SECURITIES

CREDIT 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		
Fixed Income Securities DSC-20	4	3	1	0	Class XII	NA

Course Objectives:

- To provide a lasting conceptual framework in which to view fixed income assets and to examine new ideas, concepts, and instruments as they evolve in the future.

Learning Outcomes:

After studying this course the student will be able to:

- Evaluate the importance of fixed income market and how fixed income securities are structured.
- Understand interest risk and term structure
- Examine the pricing of these instruments
- Learn various strategies for investing in such instruments

Course Contents:

Unit 1: Introduction to Fixed Income Market   **(9 hours)**

Fixed Income Markets and its role in the Indian economy, Money market instruments and Debt market instruments. Market Regulation and the Role of regulator. Sectoral Reforms and contemporary issues. Interest Rate determination: Monetary Policies and Interest rate markets

Unit 2: Pricing Bonds   **(12 hours)**

Pricing of Bonds and Bond Price Theorems. Bond Yield. Spot rates and Forward rates. Yield Curve – Par yield curve and Zero-coupon yield curve. Theories of Term Structure of Interest rates. Fitting of yield curve.

Unit 3: Risks in fixed income investments   (9 hours)

Bond Price Volatility. Interest Rate Risk and its measures. Purchasing Power Risk. Call Risk. Default risk of Bond investment.

Unit 4: Strategies for Fixed Income Assets   (15 hours)

Passive Bond Investment Strategies. Bond Index. Active Bond Investment Strategies. Portfolio Performance measures and evaluation. Portfolio management by pensions funds and other institutions. Introduction to Structured Finance products. Securitisation. Mortgage Backed and Asset Backed Securities. Collateralised Debt Obligations. Bond and Credit Derivatives.

Essential Readings:

1. Fabozzi, F. J. (2016). Bond Markets, Analysis, and Strategies. USA: Pearson Education

2. Alexander, C. (2008). Market Risk Analysis Vol. I – Quantitative Methods in Finance. England: John Wiley & Sons.

3. Choudhry, M. (2010). An Introduction to Bond Markets. UK: John Wiley & Sons.

Additional Readings: (latest editions should be referred to)

1. Fabozzi, F. J. (2007). Fixed Income Analysis. New Jersey: John Wiley & Sons.

2. Hull, J. C. (2018). Risk Management and Financial Institutions. New Jersey: John Wiley & Sons.

3. Jorion, P. (2011): Financial Risk Manager Handbook. New Jersey: John Wiley & Sons.

4. Martellini, L., Priaulet, P.,& Priaulet, S. (2003). Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies. England: John Wiley & Sons.

5. National Stock Exchange of India. (2009). FIMMDA-NSE Debt Market (Basic) Module. Mumbai: NSE.

Examination scheme and mode:

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

DSE 1: STRATEGIC CORPORATE FINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To know the details of corporate finance and the strategies involved in the corporate decisions.

- To enable the students to steer the corporate issues and challenges in better manner.

Learning Outcomes:

After studying this course the student will be able to:

- Enable the student to identify the key themes in corporate finance.

- Understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization.

- Evaluate the impact of risk and cost of capital on investment appraisal besides their cumulative impact on the value of a capital project.

Course Contents:

Unit 1   **(12 hours)**

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, Economic Value Addition, Value added statement. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance-

Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.

Unit 2 (12 hours)

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

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

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

Unit 3 (12 hours)

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: sale of a non-core subsidiary, Exit strategy, valuation, timing of sale and tax planning opportunities and calculation of the various tax implications.
Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy.

Unit 4 (9 hours)

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

Essential Readings:

1. Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure; John willey & sons, Inc.

2. Aswath Damodaran: Corporate finance theory and practice; John willey & sons (2e/ Latest edition)

Additional Readings:

1. Jakhotia: Strategic Financial Management, Vikas Publication.

2. Aswath Damodaran: Applied Corporate Finance, John willey & sons.

Examination scheme and mode:

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

DSE 2: CORPORATE ANALYSIS & VALUATION

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Corporate Analysis & Valuation DSE-2	4	3	1	0	Class XII	NA

Objective:

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

Learning Outcomes:

After studying this course the student will be able to:

- Examine the financial health of a company through qualitative and quantitative analysis.

- Identify various financial ratios for financial health determination.

- Explore the various valuation techniques for company's valuation.

Course Contents

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

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

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

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

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

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

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

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

Essential Readings:

1. Damodaran, A., Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
2. Chandra, P., Corporate Valuation and Value Creation, (1st ed). Tata Mcgraw Hill.

Additional Readings:

1. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd

2. Pablo Fernandez, Valuation and Common Sense, Free download from SSRN (https://web.iese.edu/PabloFernandez/Book_VaCS/ContentsValuation.pdf).

Latest Editions of the Readings may be used.

Examination scheme and mode:

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

DSE 4: FINANCIAL ECONOMETRICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives: We define financial econometrics as 'the application of statistical techniques to problems in finance'. Although econometrics is often associated with analysing economics problems such as economic growth, consumption and investment, the applications in the areas of finance have grown rapidly in the last few decades.

Prerequisites: Before starting this course, we recommend that you first complete the course Basic Econometrics.

Learning Outcomes:

By the end of this course, you will be able to:

- Understand the properties of financial returns.

- Formulate models and analyse the properties of models using matrix notation.

- Examine the principles of Autoregressive time series models and evaluate their ability to forecast financial variables.

- Examine the principles of maximum likelihood, and its use in hypothesis testing.

- Apply ARCH and GARCH models to financial time series which display volatility clustering and asymmetry.

- Estimate Vector Autoregressive (VAR) models and interpret the results.

- Apply limited dependent variable methods.

Course Contents:

Unit 1: Statistical Properties of Financial Returns & Univariate Time Series and Applications to Finance   (15 hours)

Introduction Asset Returns, Calculation of Asset Returns (Continuous and discrete both), Compare Continuous return with non-Continuous return and explain its benefits. Facts about Financial Returns, Distribution of Asset Returns, Time Dependency, Linear Dependency across Asset Returns.

Introduction to Univariate Time Series, The Lag Operator, Properties of AR Processes, Properties of Moving Average Processes, Autoregressive Moving Average (ARMA) Processes, The Box-Jenkins Approach.

Unit 2: Modelling Volatility – Conditional Heteroscedastic Models   (9 hours)

Introduction to Modelling Volatility, ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model.

Unit 3: Modelling Volatility and Correlations – Multivariate GARCH Models   (9 hours)

Introduction to Modelling Volatility and Correlations, Multivariate GARCH Models, The VECH Model, The Diagonal VECH Model, The BEKK Model, Estimation of a Multivariate Model

Unit 4: Vector Autoregressive Models (VAR), Granger Causality Test (GCT) and Johansen Cointegration Test (JCT)   (12 hours)

Introduction to VAR and It's types; Hypothesis Testing using VAR model; Estimation, Forecasting and Inference in VAR model. Introduction to GCT; Testing Causality using GCT; Optimal Lag length determination; Introduction to JCT, Testing using JCT.

Essential Readings:

1. Christopher Dougherty. Introductory Econometrics. Oxford University Press.

2. Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill.

3. Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.

Additional Readings:

1. Chris, Brooks (2019). Introductory Econometrics for Finance. Cambridge University Press.

2. Pindyck, Robert S. and Daniel L. Rubinfeld Econometric Models and Economic Forecasts. Singapore: McGraw Hill (latest edition)

3. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

Examination scheme and mode:

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

DSE 8: MARKETING OF FINANCIAL SERVICES

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Marketing of Financial Services DSE-8	4	3	1	0	Class XII	NA

Course Objective:

- To introduce students to the marketing of financial services. All financial institutions, including consumer banks and corporate finance services, practice some form of marketing. Some firms market themselves better than others, as evidenced in the competitive value of their brands. This course also operationalizes several marketing concepts such as segmentation, targeting, and positioning.

Learning Outcomes:

After studying this course the student will be able to:

- Explain and illustrate some of the frameworks and approaches that are helpful in marketing financial services**.**

- Outline how to efficiently manage multiple product or brand portfolios across multiple customer segments, and how to develop an effective marketing strategy in modern financial service organizations.

Course Contents:

Unit 1: Introduction to Marketing of Services   (12 hours)

Growth of the Service Sector – The Concept of Service – Characteristics of Services, Classification of Services, Service Marketing Mix (Additional Dimensions in Services Marketing – People, Physical Evidence and Process). Internal Marketing of a Service - External versus Internal Orientation of Service Strategy, Service Encounter, Service Failure and Service Recovery, learning from customer feedback.

Unit 2: Marketing Strategy   (12 hours)

Planning, organizing and implementing marketing operations; marketing as a management function. Market Research – Establishing a marketing information system; the marketing research process. Market segmentation – Target marketing; Market segmentation, targeting and positioning the financial services organization in the market place.

Unit 3: Banking and Insurance Services   (12 hours)

Retail Financial Services: Retail banking, meaning of banking business, introduction to various bank products, selling bank products. Concept of cross selling, Impact of technology on bank marketing (Internet banking, mobile banking and UPI). Insurance – Meaning, advantages various types of insurance, financial planning process. Risk Management – Strategy to cover risk, introduction to IRDAI, selling of insurance plans. Bancassurance – Bank as a distribution channel for insurance services**.**

Unit 4: Regulations Governing Financial Services Marketing   (9 hours)

Ethical issue in the marketing of financial services, Ethics in relation to the individual and society as a whole. Mutual Fund Structure, sales and distribution channels. Distribution channels; the impact of technology; online marketing, The dimension of customer care; services quality and services recovery; global marketing.

Essential Readings:

1. Zeithaml, Bitner, Gremler & Pandit: SERVICES MARKETING, McGraw Hill.

2. V. A. Avdhani: Marketing of Financial services, HPH.

3. P. K. Gupta: Insurance and Risk Management, HPH.

4. Marketing Financial services – Hooman Estelami

Examination scheme and mode:

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Entrepreneurial Finance DSE-10	4	3	1	0	Class XII	NA

Course Objectives:

- To build the knowledge and skills in entrepreneurial finance.

- To study the financing of small and medium sized businesses from the perspective of both the entrepreneur and investors and learn about valuation methods.

Learning Outcomes:

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

- Examine the financial aspects related to setting up of new Enterprises.

- Carry out short and long term Financial Planning and Forecasting for the Enterprises.

- Comprehend different methods for valuing new Ventures.

- Explore various financing alternatives and design security structures.

Course Contents

Unit I: Introduction to Finance for Entrepreneurs   (9 hours)
Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance. The Successful Venture Life Cycle. Key Elements of a Business Plan. Forms of Business Organisations and Choosing the Appropriated Organization. Financing through the Venture Life Cycle, Financial Bootstrapping and Business Angel Funding. Life Cycle Approach for Entrepreneurial Finance.

Unit 2: Financial Planning for Enterprises   (12 hours)

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

Unit 3: Valuing Ventures   (12 hours)

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

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

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

Essential Readings

1. Leach, C. J. and Melicher, R.W: Entrepreneurial Finance, Cengage Learning.

2. Stancill, J.M., Entrepreneurial Finance – For New and Emerging Businesses, Thomson.

Additional Readings:

1. Rogers, S., Entrepreneurial Finance, McGraw Hill.

2. Chandra, P., Financial Management, McGraw Hill.

Examination scheme and mode:

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To equip students with the knowledge and practical understanding of important dimensions of wealth management.

- To understand and do planning for their tax liabilities, investments, insurance coverage, retirement and estate needs.

Learning Outcomes:

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

➢ Provide an overview of various aspects related to wealth management.

➢ Examine the issues related to taxation in wealth management.

➢ Explore the relevance and importance of insurance in wealth management.

➢ Understand the importance and process of choosing right investments.

➢ Evaluate various components of retirement and estate planning.

Course Contents

Unit I: Basics of Wealth Management and Tax Planning   (12 hours)
Introduction to Wealth Management, Need for Wealth Management, Components of Wealth Management, Process of Wealth Management, Code of Ethics for Wealth Managers, Wealth Management in India. Tax Planning – Tax Avoidance versus Tax Evasion, Fundamental Objectives of Tax Planning, Tax Structure in India for Individuals, Common Tax Planning Strategies – Maximizing Deductions, Income Shifting, Tax-Free and Tax-Deferred Income.

Unit 2: Managing Insurance Needs   (12 hours)

Basics Concepts – Risks, Risk Management and Underwriting. Insuring Life – Benefits of Life Insurance, evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making

Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

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

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

Unit 4: Retirement Planning and Estate Planning **(9 hours)**

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

Essential Readings:

1. Randall S. Billingsley, Lawrence J. Gitman, and Michael D. Joehnk (2017): Personal Financial Planning. Cengage Learning.

2. Susan M. Tillery, and Thomas N. Tillery: Essentials of Personal Financial Planning. Association of International Certified Professional Accountants.

Additional Readings:

1. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.

2. Sinha, Madhu. Financial Planning: A Ready Reckoner. July 2017. Mc Graw Hill.

Examination scheme and mode:

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

DSE 14: EENVIRONMENTAL 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		
Environmental Finance DSE-14	4	3	1	0	Class XII	NA

Course Objectives:

- To provide technical knowledge on the contribution that environmental finance can make to sustainable development, and on how sustainable finance may be deployed in the real-world policy or business context.

Learning Outcomes:

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

- Explore the potential contribution of environmental finance to achieving the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.

- Explain the core concepts of environmental finance and the relevance of sustainability considerations for the key actors in the financial system.

- Understand the role of regulatory and industry initiatives (self-regulation) which play in shaping sustainable finance.

- Describe different sustainable finance products, such as bonds and loans, that may be available to provide the capital needed to support the delivery of the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.

Course Contents:

Unit I (9 hours)

Sustainable Finance in Context: Introduction, broad concept of sustainable finance, Financing International Agreements on Climate Change and Sustainable Development (COP 29 and subsequent development)- Impact of sustainable finance on the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.

Unit II   (12 hours)

Sustainable Finance: The Case for Action, Key Actors and organisations in the finance system, why finance sector actors are interested in sustainability-related issues, Introduction to Environmental, Social and Governance (**ESG**) Risk Management, Key approaches that investors, banks and insurers can use to take account of sustainability-related issues in their decisions, Financial and Sustainability (Impact) Reporting and Communication, Task Force on Climate-related Financial Disclosures (TCFD), Recommendations of the TCFD.

Unit 3   (12 hourts)

Regulation and Self-regulation: Policy and Regulation - how regulation shapes and influences sustainable finance, Responsible Banking and Sustainable Insurance, how industry initiatives contribute to the goals of a sustainable finance system, Responsible Investment.

Unit 4   (12 hours)

Sustainable Finance Strategies and Products: An Overview, The Five Pillars of Sustainable Finance, proceeds and performance-based instruments Green Bonds, Green Loans, key elements of a sustainability-linked bond or loan instrument, Performance-based Instruments, In Focus: Sustainable Finance in India- key features of sustainable finance policy and practice

Essential Readings: (latest editions should be referred to)

1. Rodney R. White and Sonia Labatt: Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products (Latest Ed)

2. Simon Thompson: Principles and Practice of Green Finance (Latest Ed)

3. Dirk Schoenmaker and Willem Schramade: Principles of Sustainable Finance (Latest Ed)

Additional Readings: (latest editions should be referred to)

1. Anonim: Sustainable Finance in the Green Economy

2. Jonathan Gheyssens and Marc Chesney: Environmental Finance and Investments

Examination scheme and mode:

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

DSE 16: PRIVATE EQUITY

CREDIT 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		
Private Equity DSE-16	4	3	1	0	Class XII	NA

Course Objectives:

- To provide students with the necessary theoretical and conceptual tools used in private equity deals

Learning Outcomes:

After studying this course, students will be able to:

- Understand key variables in play in the development of a successful PE eco-system.

- Develop a sophisticated understanding of the PE industry.

- Analyze and simulate the decisions that private equity investors make in the fundraising, investing and exit stages of the PE cycle.

Unit 1: Introduction to Private Equity   (12 hours)

Meaning and history of private equity, key players in PE market, types of PE, drivers of value creation and how do they vary, relations with debt and public capital, opportunities and the risks for investors, J-curve

Unit 2: The Private Equity Process   (12 hours)

Determining the size of the fund, through fund raising, sourcing portfolio investments, acquiring the portfolio companies and converting equity value back to cash by liquidating portfolio holdings. The means by which private equity firms create value and enhance the valuation of their portfolio.

Unit 3: Valuation and Exit Strategies (12 hours)

Valuation techniques in a highly leveraged setting, including a discussion of how private equity firms create value and how deals are structured to realize such value

When to exit an investment and why, variety of exit options and pros and cons of each, valuation in different scenarios, impact of terms negotiated at the time of making an investment

Unit 4: Due Diligence (9 hours)

Intellectual framework necessary to perform due diligence in PE settings, challenges to due diligence in the PE environment, framework and guidance to conduct private equity investment due diligence.

Essential Readings: (latest editions should be referred to)

- Cendrowski, Harry, Martin, James P., Petro, Louis W., and Wadecki, Adam A, Private Equity Second Edition: History, Governance, and Operations (Wiley Finance © 2012)

Additional Readings: (latest editions should be referred to)

- Rogers, Holland & Haas, "Value Acceleration: Lessons from Private Equity Masters"

Examination scheme and mode:

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

GE 2: FINANCIAL MANAGEMENT OF FAMILY BUSINESS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To familiarize students with various financial and quantitative techniques of analysis required at different stages for management of family business.

- To acquaint the students with qualitative aspects related to starting a new venture and various options for financing.

Learning Outcomes:

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

- Understand the process of screening of ideas and carrying out appraisal of new venture.

- Apply various quantitative methods for demand forecasting and making financial projections.

- Use capital budgeting techniques for financial evaluation and selection of projects.

- Carry out risk analysis for business projects and identify alternative sources of financing.

Course Contents

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

Capital investments importance and difficulties, types of capital investments, phases of capital budgeting, levels of decision making, facets of project analysis, key issues in major investment decisions. Generation of ideas, monitoring the environment, corporate appraisal, tools for identifying

investment opportunities, scouting for project ideas, preliminary screening, project rating index, sources of positive net present value.

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

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

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

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

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

Unit 4: Risk Analysis and Financing   (12 hours)

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

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

Essential Readings:

1. Chandra, Prasanna: Projects – Planning, Analysis, Selection, Financing, Implementation, and Review. 2019 Edition. McGraw Hill Education.

2. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. Taxmann Publications.

Additional Readings:

1. Goodpasture, C. John: Quantitative Methods in Project Management. J. Ross Publishing.

2. Prasanna Chandra: Financial Management: Theory and Practice, McGraw Hill Publishing.

Examination scheme and mode:

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

GE4: FUNDAMENTALS OF ECONOMETRICS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To provide a comprehensive introduction to basic econometric concepts and techniques.

- To cover estimation and diagnostic testing of simple, multiple regression models, panel data models, and dummy variable regression with qualitative response regression models.

Learning Outcomes:

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

- Understand basic econometrics and its assumptions and the impact of violations of classical assumptions.

- Explore the functional forms of regression model.

- Examine the models using dummy variables and Qualitative Response Regression Models.

Unit 1   **(9 Hours)**

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

Unit 2   **(12 Hours)**

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

Unit 3 **(12 Hours)**

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

Unit 4 **(12 Hours)**

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

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

Essential Readings:

1. Christopher Dougherty. Introductory Econometrics. Oxford University Press.

2. Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill.

3. Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.

Additional Reading

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

2. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South-Western.

Examination scheme and mode:

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

GE 6: PERSONAL FINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Course Objectives:

- To equip students with the knowledge and practical understanding of important dimensions of managing one's personal finance.

- To understand and plan for their tax liabilities, investments, insurance coverage, and retirement.

Learning Outcomes:

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

- Understand the fundamentals of Personal Financial Planning.

- Learn the basics of managing personal tax liabilities.

- Ascertain and choose appropriate insurance policies for managing personal risks.

- Appreciate the importance of choosing right investments for managing personal finance.

- Explore the basic concepts and underlying principles for Retirement Planning.

Course Contents

Unit 1: Basics of Personal Finance and Tax Planning (12 Hours)
Understanding Personal Finance. Rewards of Sound Financial Planning. Personal Financial Planning Process. Personal Financial Planning Life Cycle. Making Plans to Achieve Your Financial Goals. Common Misconceptions about Financial Planning. Financial Planning as a career choice. The Financial Planning Environment. Personal Tax Planning – Tax Avoidance versus Tax Evasion, Fundamental Objectives of Tax Planning, Tax Structure in India for Individuals, Common Tax Planning Strategies – Maximizing Deductions, Income Shifting, Tax-Free and Tax-Deferred Income.

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

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

Unit 3: Managing Investments   **(12 Hours)**

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

Unit 4: Investing in Real Estate and Retirement Planning   **(9 Hours)**

Investing in Real Estate – Some Basic Considerations. Modes of Real Estate Investment – Raw Land, Commercial Properties, Residential Properties, Real Estate Investment Trusts (REITs).

Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income. NPS- its importance, benefits and choices/alternatives available under this scheme

Essential Readings:

1. Randall S. Billingsley, Lawrence J. Gitman, and Michael D. Joehnk (2017): Personal Financial Planning. Cengage Learning.

2. Susan M. Tillery, and Thomas N. Tillery: Essentials of Personal Financial Planning. Association of International Certified Professional Accountants.

Additional Readings:

1. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.

2. Sinha, Madhu. Financial Planning: A Ready Reckoner. July 2017. Mc Graw Hill

Examination scheme and mode:

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

GE 8: WORKING CAPITAL MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Working Capital Management GE-8	4	3	1	0	Class XII	NA

Course Objective(s):

- To provide understanding of the concept and importance of sound working capital strategies of a firm.

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

Learning Outcomes:

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

- Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.

- Understand the management of cash and marketable securities

- Explore the optimum inventory and receivables management plan.

- Formulate appropriate working capital management policies to achieve corporate objectives.

Course Contents:

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

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

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

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management: basic strategies, techniques, Lock Box system and concentration banking. Marketable Securities: Concept, types, reasons for holding marketable securities.

Unit 3: Management of Receivables (9 Hours)

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

Unit 4: Inventory Management (9 Hours)

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

Essential Readings:

1. Bhattacharya – Working Capital management ,2e, PHI.

2. Rustagi – Working capital Management, Taxmann's.

3. Bhalla V.K - Working Capital management, Text and cases, Anmol Publication.

4. Periasamy – Working Capital Management –Theory & Practice, Himalaya Publishing House.

Examination scheme and mode:

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

GE 10: INTRODUCTION TO MUTUAL FUNDS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/Practice		
Introduction to Mutual Funds GE- 10	4	3	1	0	Class 12	None

Learning Objectives

- To develop an understanding of fundamental concepts of mutual funds, channels for mutual funds distribution, financial planning as an approach to investing in mutual funds, accounting, valuation, and taxation aspects underlying mutual funds.

Learning outcomes

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

- Understand the basic principles and characteristics of mutual funds.

- Explore and understand the different distribution channels for mutual funds, including direct channels and intermediaries.

- Assess the impact of regulatory frameworks on the distribution of mutual funds.

- Apply financial planning concepts to create investment strategies using mutual funds.

- Analyse the methods used for the valuation of mutual fund assets.

- Understand the tax implications associated with investing in mutual funds, including capital gains taxation and other relevant tax considerations.

Unit 1: Foundations of Mutual Funds (12 hours)

Introduction to Mutual Funds: Definition and purpose of Mutual Funds, historical evolution, significance in the financial market; Types and structure of Mutual Funds: Equity Funds, Debt Funds, Hybrid Funds, Close-ended vs Open-ended Funds, ETFs; Net Asset Value (NAV); Risk and Return in Mutual Funds, Diversification and portfolio management, Fund Managers and Investment objectives

Unit 2: Distribution Channel and Intermediaries **(9 hours)**

Direct vs Indirect Channels; Online Platforms and Fintech in distribution, Financial Intermediaries in the Mutual funds Market; SEBI Regulations and Guidelines; AMFI; Compliance and Code of Conduct; Investor Protection Measures

Unit 3: Financial Planning and Management of Mutual Funds **(12 hours)**

Role of Mutual Funds in Goal Achievement; Investment Horizons and Strategies; Systematic Investment Plans (SIPs) and Lump-Sum Investments; Performance Evaluation of Managed Funds using Sharpe's, Treynor's, and Jensen's measures.

Unit 4: Accounting, Valuation and Taxation in Mutual Funds **(12 hours)**

NAV Calculation; Mark-to-Market Valuation; Fair Value Accounting, Capital Gain Taxation, Dividend Distribution Tax (DDT), Tax Planning with Mutual Funds; Latest developments in the Mutual Fund industry.

Essential/Recommended Readings:

1. Sankaran, S. (2018). Indian Mutual Funds Handbook (5th Edition): A Guide for Industry Professionals and Intelligent Investors. Vision Books.

2. Mishra, S. K. (2018). A guide to Indian mutual fund investments. Independently Published.

3. Halan, M. (2023). Let's talk mutual funds: A Systematic, Smart Way to Make Them Work for You. Harper Collins.

4. Tripathy, N. P. (2007). Mutual funds in India: Emerging Issues. Excel Books India

Examination scheme and mode:

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

GE12 : INTRODUCTION TO FOREIGN EXCHANGE MARKET

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical /Practice		
Introduction to Foreign Exchange Market GE- 12	4	3	1	0	Class 12	None

Learning objectives:

- To develop a comprehensive understanding of the foreign exchange market, including its structure, key players, and fundamental principles.
- To equip students with skills in analysing currency trends, risk management, and making informed trading decisions. This course serves as a foundation for navigating the dynamic world of foreign exchange.

Learning Outcomes:

After studying this course students will be able to :

- comprehend fundamental concepts such as currency pairs, exchange rates, market, participants and chart reading.
- Analyse the impact of economic indicators, geopolitical events, and risk management strategies.
- Gain practical insights into trading platforms and develop a foundational understanding of global currency markets.

Unit 1: Basics of Foreign Exchange Market **(9 hours)**

Introduction to Foreign Exchange Market: Definition and purpose of the Forex market, Historical evolution and significance. **Market Participants:** Major players: banks, financial institutions, corporations, retail traders, Understanding the role of brokers and liquidity providers. **Currency Pairs:** Definition and classification, Major, minor, and exotic pairs, Reading currency pair quotes. Overview of Over-The-Counter (OTC) trading, Current monetary system.

Unit 2: Forex Market Structure **(12 hours)**

Spot market, and forward market**:** Various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP;

Unit 3: **Fundamental Analysis in Forex** **(12 hours)**

Economic Indicators: Impact of economic indicators on currency values, Key indicators: GDP, inflation, employment, etc. **Central Banks and Monetary Policy:** Role of central banks in the Forex market, Interest rates and their influence on currency values, Central bank interventions. **Political and Economic Events:** Elections, geopolitical events, and their effects, Market reactions to news and economic releases

Unit 4: Technical Analysis in Forex **(12 hours)**

Forex Trading Platforms: Introduction to popular trading platforms, Using charts, indicators, and order types. Price charts and timeframes, Support and resistance levels. **Technical Indicators:** Moving averages, RSI, MACD, and other popular indicators, Using technical indicators for trend analysis and trading signals. **Chart Patterns:** Head and shoulders, double tops/bottoms, triangles, etc., Recognizing and trading chart patterns. **Practical Exercises and Case Studies:** Analyzing real-world trading scenarios.

Essential/Recommended Readings:

1. Matthew Driver (2013)- An Introduction to Forex Trading: A Guide for Beginners.

2. Michael Rosenberg: Currency Forecasting: A Guide to Fundamental and Technical Models of Exchange Rate Determination.

3. John J. Murphy: Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications.

4. Joel Greenblatt and Andrew Tobias: The Little Book That Beats the Market.

Examination scheme and mode:

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

**B.A(H) MMMC Undergraduate Programme of study with Multi Media and Mass Communication as a Single Core Discipline
(B.A. Honours in Multi Media and Mass Communication)**

SEM-VII

DISCIPLINE SPECIFIC CORE COURSE – DSC – 19 The Documentary

CREDIT 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 - 19 The Documentary	4	2	0	2	Class XII	Nil

Syllabus of DSC-19

Course Objectives

1. To acquaint students with the Documentary as a genre.
2. To trace the evolution of the Documentary and technological advancements with reference to works of various filmmakers and films.
3. To apply the knowledge gained to develop a proposal for producing a Documentary.
4. To acquire skills such as script development, pre-production, filming and editing, to produce a documentary.

Course Learning Outcomes

i. Understanding Documentary as a genre and why Documentary is not 'cinema'.
ii. Tracing the evolution of the Documentary and technological advancements.
iii. Utilize knowledge gained to develop a proposal for the production of a Documentary film.
iv. Exposure to iconic Documentaries followed by a discussion.

Unit 1 (15 Hours)
Documentary: The Genre

- Historical Overview: Lumière Brothers, Robert Flaherty, Technological Advances
- Human Subjects and Historical Events: The Ethical Question
- Modes of Documentary: Bill Nichols

- Approaches: Participant and Observant

Unit 2   **(15 Hours)**
Developing a Proposal for Documentary

- Researching the Subject/ Issue
- Primary and Secondary Sources: Library, Archives, Commentaries, Ethnographic, Pictorial, Interviews, Visual etc.
- Stages of Proposal Writing: Film Statement, Approach, Form and Style; Shooting Schedule, Budget, Audience, Distribution and Marketing, Filmmaker's Bio and Profile, Letters of Support

Unit 3   **(20 Hours)**
Producing a Documentary

- Documentary Crew and Equipment
- Pre-production: Script Development and Filming
- Post Production: Editing and Graphics
- Sound and Voiceover for the Documentary

Practical: **(20 Hours)**
Stages in the Production of a Documentary
Production of a Documentary Film

References

Essential Readings

- Baddeley, W. H. (1987). *The technique of documentary film production.* London: Focal Press.
- Barnouw, E. (2005). *Documentary: A history of the non-fiction film.* New York: Oxford University Press.
- Bernard, S. C. (2004). *Documentary storytelling for video and filmmakers.* Amsterdam: Focal Press
- Bernard, S. C. (2016). *Documentary storytelling: Creative nonfiction on screen.* New York: Focal Press.
- Bruzzi, S. (2011). *New documentary: A critical introduction.* London: Routledge.
- Das, T. (2007). *How to write a documentary script.* New Delhi: Public Service Broadcasting Trust.

Additional Resources:

Suggested Readings

- Ellis, J. C., & McLane, B. A. (2011). *A new history of documentary film.* New York: Continuum.
- Mehrotra, R. (2007). *The open frame reader.* New Delhi: Rupa Publications
- Renov, M. (2015). *Theorizing documentary.* London: Routledge.
- Rabiger, M. (2004). *Directing the Documentary.* Germany: Focal Press.

Assessment Method

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

CREDIT 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 5- Exploring Hindi Cinema	4	3	1	0	Class XII	Nil

Syllabus of DSE 5

Course Objectives

1. To provide an overview of Hindi cinema from its inception to the present times, charting the evolution of Hindi cinema from silent films to talkies to recent trends.
2. To familiarise students with the vocabulary and concepts of cinema studies and enable them to apply these in their critical analyses of films.
3. To develop an understanding of films as a medium of sociological insight.
4. Screenings of landmark Hindi films to lead to group discussions.

Course Learning Outcomes

i. Explore the origins of the Hindi Cinema and its evolution.
ii. Understand the relationship between historical moments, societal fault lines and Hindi Cinema.
iii. Explore the Hindi Film Song and dance as a part of the cinematic narrative and as an important Indian popular culture artefact with its roots in the traditional and classical cinema.
iv. To discuss and write a critical review of a film.

Unit 1   **(15 Hours)**
Historical Overview

● The Parsi Theatre
● The Silent Era and the Talkie
● Narrating the Nation in Hindi Cinema

- Romance and Social Mores: 'Heroes and Heroines'

Unit 2 (15 Hours)
Some Significant Turns

- New Wave Cinema and the Formula Film
- The Angry Young Man
- The Indian Diaspora and Bollywood
- The Song and Dance

Unit 3 (15 Hours)
Some Landmark Films: Screenings and Discussions

- Do Bigha Zamin/ Bandini
- Sahib, Biwi aur Ghulam/ Pyaasa
- Awara/ Shri 420
- Mughal-e-Azam/ Pakeezah
- Deewar/ Zanjeer
- Koi Mil Gaya/ Krish
- Hum Aapke Hain Kaun/ DDLJ/ Maine Pyar Kiya
- Sholay/ Amar Akbar Anthony
- Mother India/ Garam Hawa/ Dharamputra
- Mr. and Mrs. 55
- Jaane Bhi Do Yaaron
- Gangubai Kathiawadi/ Padmavat/ Bajirao Mastani

References

Essential Readings

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Additional Resources:

Suggested Readings

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E-Resources

- Gadgil, G., & Tiwari, S. (2013). Poetics of "Pyaasa" and Narratives of National Disillusionment. *Proceedings of the Indian History Congress*, 74, 938-944. Retrieved from http://www.jstor.org/stable/44158896
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Assessment Method

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

CREDIT 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 6 – Film Appreciation	4	3	1	0	Class XII	Nil

Syllabus of DSE 6

Course Objectives

1. To acquaint students with Film theories.
2. To trace the evolution of the cinema waves and technological advancements with reference to works of various filmmakers and films.
3. Developing one's own informed perspective through personal engagement with films using analytical tools and techniques.
4. To be able to critically explore how film is a dynamic, multi-faceted medium, and how a work is created and received from a cultural, ideological and theoretical perspective.

Course Learning Outcomes

i. Exposure to film vocabulary, techniques of filmmaking and styles
ii. To appreciate innovations in cinematography, multilinear narratives and other styles.
iii. To appreciate the role of film as a powerful visual medium in shaping our personal and cultural identity.
iv. Exposure to iconic Films followed by a discussion.

Unit 1 (15 Hours)
Theories of Film Appreciation

- Genre Film Theory
- Psychoanalytic Film Theory
- Feminist Film Theory

- Auteur Theory

Unit 2   **(15 Hours)**
Milestones in World Cinema

- Italian Neorealism
- German Expressionism/ Film Noir
- French New Wave
- Hallyu; Korean Wave

Unit 3   **(15 Hours)**
Directorial Styles

- D.W. Griffith
- Alfred Hitchcock
- Charlie Chaplin
- Jean-Luc Godard
- Guru Dutt
- Satyajit ray

Tutorial:

Viewing and Discussions on Movies

- M (Dir: Fritz Lang, Germany, 1931)- German Expressionism
- The Bicycle Thieves (Dir: Vittorio de Sica, Italy, 1948)- Italian Neo-realism
- Cléo from 5 to 7 (Dir: Agnes Varda, France, 1962)- French New Wave
- 8 ½ (Dir: Federico Fellini, Italy, 1963)- Fellini/Surrealism
- The Circle, Jafar Panahi
- Persepolis, Marjane Satrapi and Vincent Parannaud
- Omar, Hany Abu-Hassan, Palestine, 2013
- Waltz with Bashir, Ari Folman
- Moebius (Dir: Kim Ki-duk, 2013) Korean Wave
- His Girl Friday(Dir: Howard Hawks, 1940)
- Rome, Open City (Dir: Roberto Rossellini, 1946)
- Blue Velvet (Dir: David Lynch, 1986)
- The Kid (Dir: Charles Chaplin, 1921)

References

Essential Readings:

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Additional Resources:

Suggested Readings

- Bellour, R. (2000). The analysis of film. Indiana University Press.
- Bolas, T. (2009). Screen education: From film appreciation to media studies. Intellect Books.
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Assessment Method

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

CREDIT 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 7 – Theatre and Communication	4	3	1	0	Class XII	Nil

Syllabus of DSE 7

Course Objectives

1. To promote the cultural and sociological understanding of theatre as a medium of communication.
2. To situate theatre as a flourishing medium of socio-political commentary.
3. To cover ground through watershed historical moments of Western and Indian Theatre
4. To impart practical training in different aspects of production and design essential to staging a play.

Course Learning Outcomes

i.   Define theatre as a tool of mass communication.
ii.   Understand the significance of locales and the audience.
iii. Understand various theatrical tools and techniques as communication strategies.
iv.   Utilize the knowledge gained in conceptualising a theatrical production as communication.

Unit 1   **(15 Hours)**
Theatre and the Public

- Orality and Performance: Speech, Song, Dance, Visual Effects

- Entertainment and Information: Jatra, Bahrupiya, Nautanki

- Theatre as Subversion: Colonial Rule and the Dramatic Performances Act of 1876

- Theatre as Resistance: Devising and Writing a script

Unit 2   **(15 Hours)**
Locales and Spectators

- The Theatre and its Architectonics: Classical Greek, Modern
- The Making of the Stage: Theatre of the Marketplace to the Proscenium stage
- The People's Stage: Commedia dell'Arte
- The Street Corner: Nukkad Natak
- Designing a Set

Unit 3   **(15 Hours)**
Theatrical Techniques as Communication

- Brecht's Alienation Effect
- Dario Fo's Act III
- The Mask in Classical Greek Drama
- Bibek in the Jatra of Bengal
- The Chorus
- The Sutradhar
- The Vidushak and Shakespeare's Clown
- Performing a Scene

References

Essential Readings

- Amodio, M. C. (2004). *Writing the oral tradition: Oral poetics and literate culture in medieval England*. Notre Dame: University of Notre Dame Press.
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- Leach, R. (2008). *Theatre studies*: *The basics.* London: Routledge.

Additional Resources:

Suggested Readings

- Bloom, H. (ed.). (2004) *Elizabethan drama*. New York: Chelsea House.
- Chaffee, J. & Crick, O. (ed.) (2015). *The Routledge companion to commedia dell' arte*. London: Routledge.
- Dundes, A. (ed.). (1965). *The study of folklore. Englewood Cliffs*, NJ: Prentice Hall.
- McDonald, M., & Walton, J. (ed.). (2007) *The Cambridge companion to reek and roman theatre*. New York: Cambridge University Press.
- Minchin, E. (2011). *Orality, literacy and performance in the ancient world.* Leiden: Brill Academic Publishers.
- Thorne G. (1999). *Stage design: A practical guide*. Ramsbury, Wiltshire: Crowood Press.

Teaching Learning Process

- Blended, interactive classroom teaching
- Use of online resources
- Archival research
- Self-study
- Workshops
- Hands on mentored development of defined skills
- Written assignment/ presentations

Keywords

Spectator, Target Audience, Public Space, Topical Issues, Entertainment, Format Message, Subversion, Subterfuge

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

GENERIC ELECTIVES (GE-7): Media Moments in History

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE-7Media Moments in History	4	3	1	0	Class XII	Nil

Syllabus of GE – 7

Course Objectives

1. The understanding of how media creates, filters and juxtaposes political reality of historic events is necessary to sharpen the intellectual acumen of students.
2. Enabling the students to understand critique and debate about the historic media moments. It will help them to understand the subtle yet significant relationship between media and gender/caste/rural societal discourses prevalent in the current era.
3. Ability to research on a particular historic media moment, analyse its impact and reach, while debating about the various ways in which it changed the fluid political discourse.

Course Learning Outcomes

i. Understanding the significance of a historic media moment in its political and socio-cultural context.
ii. Critical evaluation of the role played by media in creating, filtering and manufacturing the prevalent political reality.
iii. Analysis of the role played by media in rural/urban divide along with gender and caste based hierarchy that functions within the system.

iv. Understanding the relationship between historical moments, societal hegemonic trends and media impact.

Unit 1   **(15 Hours)**
Historical Perspectives

● Technology and Mass Media Transmissions
● The Printing Press
● Radio
● Camera: Photograph, Film

Unit 2   **(15 Hours)**

Defining Moments- India

● Dandi March
● Partition
● 'Tryst with Destiny'
● 83 World Cup
● 26/11 Mumbai Attacks

Unit 3   **(15 Hours)**

Defining Moments- Global

● Fall of Berlin Wall
● Hiroshima and Nagasaki: The Mushroom Cloud
● The Apollo 11 Lunar Landing
● 9/11 Twin Tower Attacks
● HAM Radio World War II
● Churchill's Speech
● Bombing of Baghdad

References

Essential Readings

● Blumler, J., & Coleman, S. (2015) Democracy and the Media—Revisited, Javnost - *The public*, 22(2): 111-128, Retrieved from DOI: 10.1080/13183222.2015.1041226
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Additional Resources:

Suggested Readings

- Cimino, R., & Smith, C. (2007). Secular Humanism and Atheism beyond Progressive Secularism. *Sociology of religion*, 68(4), 407-424. Retrieved from http://www.jstor.org/stable/20453183
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- Miller, D., Costa, E., Haynes, N., McDonald, T., Nicolescu, R., Sinanan, J. & Wang, X. (2016). What is social media? *In How the World Changed Social Media* (pp. 1-8). London: UCL Press. Retrieved from http://www.jstor.org/stable/j.ctt1g69z35.8

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Assessment Method

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

GENERIC ELECTIVES (GE-8): Communication and Disaster Management

Syllabus of GE – 8

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE: 8 Communication and Disaster Management	4	3	1	0	Class XII	Nil

Syllabus of GE – 8

Course Objectives

1. To introduce the knowledge and understanding of the disaster phenomenon, its different contextual aspects and consequences amongst the students of media and communication.
2. To empower the students with the knowledge on various forms of communication required in crisis and emergency situations.
3. To be acquainted with the skills, resources, and other requirements in managing the communication needs of such events.
4. To generate comparative critical understanding on the role of media, and identify the missing gaps at the various levels of disaster management

Course Learning Outcomes

i. Understand the significance of the readiness of media to communicate in disaster situations.
ii. Understand the role of non-conventional modes of communication in emergency.
iii. Knowledge of ICT and available media and communication strategies, to minimise loss and damage in natural and man-made disasters.
iv. Learning from the comparison of disaster management communication in diverse global and local settings.

Unit 1   **(15 Hours)**

Introduction

- Hazard, Risk, Vulnerability and Disaster
- The Politics of Disaster
- The Economy of Disaster
- Disaster Management Cycle

Unit 2 (15 Hours)
Technology and Disaster Communication

- Information Communication Technology (ICT): Television, Radio: HAM and Community Radio, Mobile Phone Services and Social Media Tools
- Geo-Informatics Technology: Remote Sensing, GIS and GPS
- Emerging technologies in Emergency management: Artificial Intelligence (AI), the Internet of Things (IoT), and blockchain
- Applications of ICT and GIT: Emergency Communication and Bio-surveillance

Unit 3 (15 Hours)
Disaster and Role of Media: Comparison between Developing and Developed Worlds

- Cyclone Hudhud 2014 v/s Hurricane Maria 2017
- The Nepal Earthquake 2015 v/s South Napa Earthquake 2014
- The Kashmir Flood 2014 v/s Germany Flood 2013
- Bhopal Gas Tragedy 1984 v/s Chernobyl 1986

References

Essential Readings

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- Tiripelli, G., & Reilly, P. (2017). Lesson1: News Media and Crisis Management. *Modelling of dependencies and cascading effects for emergency management in crisis situations*. University of Sheffield.
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Additional Resources:

Suggested Readings

- Aleksievich, S., & Gessen, K. (2008). *Voices from chernobyl: The oral history of a nuclear disaster*. Bridgewater, NJ: Distributed by Paw Prints/Baker and Taylor.
- Benson, C., & Clay, E. J. (2004). *Understanding the economic and financial impacts of natural disasters*. Washington, D.C.: World Bank.
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- Chouhan, T. R., &Jaising, I. (2004). *Bhopal, the inside story: Carbide workers speak out on the world's worst industrial disaster*. Mapusa, Goa: Other India Press.
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- Cohen, C. & Werker, E.D. (2008). The Political Economy of ``Natural'' Disasters. *Journal of Conflict Resolution,52*(6), 795-819.
https://doi.org/10.1177%2F0022002708322157
- Dave, R.K. (2008).Role of Media in Disaster Management. Retrieved from http://osou.ac.in/eresources/role-of-media-in-disaster-management.pdf

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- Sharma, S. (2014). Indian Media and the Struggle for Justice in Bhopal. *Social Justice*, *41*(1/2), 135-136.https://www.jstor.org/stable/24361595
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Assessment Method

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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GENERIC ELECTIVES (GE-9): Development Communication

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Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	**Tutorial**	**Practical/ Practice**		
GE:9 Development Communication	4	3	1	0	Class XII	Nil

Course Objectives

1. Understand development communication as a process of qualitative change and quantitative growth of social and economic reality.
2. Describe the participatory process of social change in society.
3. Highlight the role of media and significance of development support communication in raising awareness on issues of national importance.
4. Understand the role of Government and Non-Government agencies in development communication.

Course Learning Outcomes

i. Defining development: Global, National, Regional
ii. Understanding development communication as a specific mode for defined target audience.

Unit 1   **(15 Hours)**
Understanding Development Communication

- Communication and Social Change
- Global Parameters of Development and India
- Economics of Development
- Traditional Media and Development

Unit 2   **(15 Hours)**
Development Planning

- Development Support Communication: RTI, Social Audits and Grass-root Activism
- Whistleblowers, NGOs and Other Agencies of Social Change
- Social Media for Development Communication

- Research Methodology in Development Communication

Unit 3   **(15 Hours)**
Development Journalism

- Programme Design and Management
- Citizen Journalism and Media Optimisation
- Community Radio in South Asia
- Multi-media Campaigns: Print, Radio, TV, Digital media

References

Essential Readings

- Joshi, U. (2001). *Understanding development communication.* New Delhi: Dominant publishers and Distributors.
- Melkote, S. R. (2015). *Communication for development in the third world: theory and practice.* New Delhi: Sage Publications.
- Nair, K. S., & Smith, S. A. (1993). *Perspectives on development communication*. New Delhi: Sage Publications.
- Narula, U. (2007). *Development communication: theory and practice.* New Delhi: Har Anand Publications.
- Sood, R, (1992) *Message design for development communication*. New Delhi: Sage Publications.

Additional Resources:

Suggested Readings

- Gupta, V. S. (2004). *Communication and development.* New Delhi: Concept Publications.
- Dow, B. J. (2001) Ellen, Television, and the Politics of Gay and Lesbian Visibility. *Critical studies in media communication* 18:123-140.
- Jethwaney, J. (2016). *Social sector communication in India: concepts, practices, and case studies*. New Delhi: Sage Publications.
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Teaching Learning Process

- Blended, interactive classroom teaching
- Class Presentations
- Screening of Documentaries
- Online resources
- Written assignments
- Case Studies

Keywords

Millennium Development Goals, Development, Internet, Grass-Roots, Community Radio, Campaigns

Assessment Method

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

B.A(H) MMMC Undergraduate Programme of Study with Multi-Media and Mass
Communication as a Single Core Discipline
(B.A. Honours in Multi-Media and Mass Communication)

SEM-VIII

DISCIPLINE SPECIFIC CORE COURSE – DSC – 20 Communication for Special Needs

CREDIT 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 – 20 Communication for Special Needs	4	2	0	2	Class XII	Nil

Syllabus of DSC-20

Course Objectives

1. To equip and sensitise students with basic skills for interacting with persons having special communication needs.
2. To introduce the notions of accessibility, universal design and disability inclusion.
3. To train students in Braille- a special, tactile script used by persons with visual disabilities across the world and Sign Language- a non-verbal, interactive mode of communication.
4. To enable future journalists and media reportage and research to be inclusive.

Course Learning Outcomes

i. Sensitisation and critical awareness of disability among persons without disability.
ii. Understanding special needs, the concept of disability and importance of access.
iii. Acquire knowledge of techniques and technology for communication among the visually disabled and people with low vision.
iv. Acquire skills of communicating with people, with hearing disability, using sign language.

Unit 1   **(15 Hours)**
Defining Special Needs

- Special Needs: Introduction, Definitions, Classification, Scope and Relevance for Communication
- Disability and Access (the concept of accessibility, barrier-free environment, accessible transportation, accessible communication, universal design, social and attitudinal barriers to universal access, and legal vicissitudes in the Indian context)
- The Discourse of Marginalization (Gender, Poverty, Access) in the Indian Scenario

Unit 2 (15 Hours)
Communication and Media for people with visual, hearing and speech disabilities

- The Origin and Use of Braille Script
- Hands-on braille
- Print-disabled and Screen-reading Software: Magnifying Technologies, Speech-to-text and Text-to-speech
- Mobility without Sight: White Cane, Smart Cane, Guide Dogs, Techniques of Eco-location and Other Technical Advancements, Tactile Tracks
- The Science of Sign Language: Sign, Gesture and the Word; Finger Spelling
- Cross-regional and Cross-Cultural Variations in Sign Language: Debates around Standardization, Indian Scenario
- Hands-on Indian Sign Language

Unit 3 (30 Hours)
Disability Inclusion in Indian Media

- Approaches to Reporting
- Issues of Participation
- Strategies of Inclusion

Practical:

Developing a Project on Story Telling and Sign Language   (**30** Hours)

References

Essential Readings

- Haller, B.Gerard, G.Katie, E., & Rosemary, C. (2019). *The routledge companion to disability and media.* London*:* Taylor & Francis.
- Ellis, K. (2016). *Disability and social media: Global perspectives.* Routledge as part of the Taylor and Francis Group.
- Jeffress, M. S. (2022). *Disability representation in film, Tv, and print media.* Routledge, Taylor & Francis Group.
- Daniels, M. (2000). *Dancing with words: Signing for hearing children literacy.* London: Greenwood Publishing Group.

- Katie, E., & Goggin, G. (2015). *Disability and the media*. London: Palgrave.
- Lamichane, K. (2015). *Disability, education and employment in developing countries: From charity to investment*. Cambridge: Cambridge University Press.
- Messing, L.S., & Campbell, R. (Eds.). (1999). *Gesture, speech, and sign. New York*: Oxford University Press.

Additional Resources

Suggested Readings

- Greene, L., & Dicker, E. (1990). *Discovering sign language*. Washington D.C.: Gallaudet University Press.
- Messing, L.S., & Campbell, R. (Eds.). (1999). *Gesture, speech, and sign*. New York: Oxford University Press.
- Rogow, S. (1997). *Language, literacy and children with special needs*. Ontario, Canada: Pippin Publishing.
- Swenson, A. M. (1999). *Beginning with braille: A balanced approach to literacy*. New York: American Foundation for the Blind.

E- Resources:

- Kennedy, T., & Menten, T. (2010). *Reading, writing, and thinking about disability issues: Five activities for the classroom*. The English Journal, 100 (2), 61-67. http://www.jstor.org/stable/25790037
- The Centre for Excellence in Universal Design. (n.d.). Retrieved from http://universaldesign.ie/
- International classification of functioning and disability: ICIDH-2. (1999, January 01). Retrieved from https://apps.who.int/iris/handle/10665/63832
- Convention on the Rights of Persons with Disabilities (CRPD) Enable. (n.d.). Retrieved from https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html

Assessment Method

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

DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE 8 – Communication for Disaster Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE 8- Communication and Disaster Management	4	3	1	0	Class XII	Nil

Syllabus of DSE 8

Course Objectives

1. To introduce the knowledge and understanding of the disaster phenomenon, its different contextual aspects and consequences amongst the students of media and communication.
2. To empower the students with the knowledge on various forms of communication required in crisis and emergency situations.
3. To be acquainted with the skills, resources, and other requirements in managing the communication needs of such events.
4. To generate comparative critical understanding on the role of media, and identify the missing gaps at the various levels of disaster management

Course Learning Outcomes

i. Understand the significance of the readiness of media to communicate in disaster situations.
ii. Understand the role of non-conventional modes of communication in emergency.
iii. Knowledge of ICT and available media and communication strategies, to minimise loss and damage in natural and man-made disasters.
iv. Learning from the comparison of disaster management communication in diverse global and local settings.

Unit 1   **(15 Hours)**
Introduction

- Hazard, Risk, Vulnerability and Disaster
- The Politics of Disaster
- The Economy of Disaster
- Disaster Management Cycle

Unit 2   **(15 Hours)**
Technology and Disaster Communication

- Information Communication Technology (ICT): Television, Radio: HAM and Community Radio, Mobile Phone Services and Social Media Tools
- Geo-Informatics Technology: Remote Sensing, GIS and GPS
- Emerging technologies in Emergency management: Artificial Intelligence (AI), the Internet of Things (IoT), and blockchain
- Applications of ICT and GIT: Emergency Communication and Bio-surveillance

Unit 3   **(15 Hours)**
Disaster and Role of Media: Comparison between Developing and Developed Worlds

- Cyclone Hudhud 2014 v/s Hurricane Maria 2017
- The Nepal Earthquake 2015 v/s South Napa Earthquake 2014
- The Kashmir Flood 2014 v/s Germany Flood 2013
- Bhopal Gas Tragedy 1984 v/s Chernobyl 1986

References

Essential Readings

- Edwards, L.E. (1994). The Utilization of Amateur Radio in Disaster Communications. *Working Paper #8.* Natural Hazards Research and Applications Information Center, Institute of Behavioral Science, University of Colorado.
- Gupta, H. K. (2013). *Disaster management*. Hyderabad, India: Universities Press
- Hallegatte, S. (2014). What Is a Disaster? An Economic Point of View. *Natural Disasters and Climate Change*. Switzerland: Springer International Publishing.
- Pelling, M., & Dill, K. (2008). Disaster politics: from social control to human security. *Environment, Politics and Development Working Paper Series*. Department of Geography, King's College London.
- Tiripelli, G., & Reilly, P. (2017). Lesson1: News Media and Crisis Management. *Modelling of dependencies and cascading effects for emergency management in crisis situations*. University of Sheffield.
- TRAI (2013). *Universal Single Number Based: Integrated Emergency Communication and Response System*. Telecom Regulatory Authority of India.
- UN-APCICT/ESCAP (2011). *ICT for Disaster Risk Management*. Asian and Pacific Training Centre for Information and Communication Technology for Development.

Asian Disaster Preparedness Center.
https://www.preventionweb.net/files/47520_ictfordisasterriskmanagement.pdf
- UNISDR (2018). Economic Losses, Poverty and Disasters 1998-2017. Centre for Research on the Epidemiology of Disasters (CRED).

Additional Resources:

Suggested Readings

- Aleksievich, S., & Gessen, K. (2008). *Voices from chernobyl: The oral history of a nuclear disaster*. Bridgewater, NJ: Distributed by Paw Prints/Baker and Taylor.
- Benson, C., & Clay, E. J. (2004). *Understanding the economic and financial impacts of natural disasters*. Washington, D.C.: World Bank.
- Bhandari, D., Malakar, Y., & Murphy, B. (2010). *Understanding disaster management in practice: With reference to Nepal*. Kathmandu: Practical Action Nepal Office.
- Lindsay, B. R. (2011). *Social media & lisasters: Current Uses, Future Options, and Policy Considerations.* CRS Report for Congress: R41987.
- Chouhan, T. R., &Jaising, I. (2004). *Bhopal, the inside story: Carbide workers speak out on the world's worst industrial disaster*. Mapusa, Goa: Other India Press.
- El-Rabbany, A. (2006). *Introduction to GPS: The Global positioning system*. Boston, MA: Artech House.
- FAO (2015). *The impact of disasters on agriculture and food security*. The Food and Agriculture Organization.
- Gopi, S. (2005). *Global positioning system: Principles and applications*. New Delhi: Tata McGraw-Hill Pub.
- Hapeman, K. (2012). The Effects of Politics on Natural Disasters: Lessons Learned from Bangladesh. *Case-specific briefing paper, humanitarian aid in complex emergencies*. University of Denver.
- Karim, H.A. (ed). (2017). *BIG DATA: Techniques and technologies in geo informatics.* S. L.: CRC PRESS.
- Medvedev, G., & Sakharov, A. (1992). *The truth about Chernobyl*. New York: Basic Books.
- Sylves, R. T. (2015). Disaster policy and politics: Emergency management and homeland security. Washington, DC: CQ Press.

E-Resources

- **Cohen, C. & Werker, E.D. (2008). The Political Economy of ``Natural'' Disasters. *Journal of Conflict Resolution,52*(6), 795-819. https://doi.org/10.1177%2F0022002708322157**
- Dave, R.K. (2008).Role of Media in Disaster Management. Retrieved from http://osou.ac.in/eresources/role-of-media-in-disaster-management.pdf

- **Friedman, S.M., Gorney, C.M., & Egolf, B.P. (1992). Chernobyl Coverage: How the US Media Treated the Nuclear Industry.** *Public understanding of Science. 1*(3), 305-323. https://doi.org/10.1088/0963-6625/1/3/005
- **Nair, P. (2010). Role of Media in Disaster Management.** *Mass Communicator. 4*(1), 36-40. Retrieved from https://www.academia.edu/8070343/ROLE_OF_MEDIA_IN_DISASTER_MAN AGEMENT
- **Russell, C. C. (1997). The Role of Amateur Radio in Providing Emergency Electronic Communication for Disaster Management.** *Disaster Prevention and Management: An International Journal, 6*(3), 176-185. https://doi.org/10.1108/09653569710172946
- Sharma, S. (2014). Indian Media and the Struggle for Justice in Bhopal. *Social Justice*, *41*(1/2), 135-136.https://www.jstor.org/stable/24361595
- Velev, D., & Zlateva, P. (2012).Use of Social Media in Natural Disaster Management. *International Proceedings of Economics Development and Research*, *39,* 41-45.Retrieved from http://www.ipedr.com/vol39/009-ICITE2012-B00019.pdf
- Werker, E. (2010). Disaster Politics: International Politics and Relief Efforts. *Harvard International Review*. Retrieved from www.hbs.edu/.../Disaster%20Relief_a04dd3a9-3404-4a80-9f00-2374866e350a.pdf
- White, E.T. (2014).The Application of Social Media in Disasters - How can Social Media Support an Effective Disaster Response. *International Institute of Global Resilience Working Paper Series*. Retrieved fromhttp://aboutiigr.org/wp-content/uploads/2014/08/The-Application-of-Social-Media-in-Disasters-Final-Product.pdf

Assessment Method

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

CREDIT 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 9- Fashion Communication	4	3	1	0	Class XII	Nil

Syllabus of DSE 9

Course Objectives

1. Describe what is fashion system and how the elements in the system are interconnected – including knowledge of fashion's economic, social and cultural importance.
2. Explain how fashion journalism has been impacted by the advent of the Internet and social media.
3. Demonstrate an understanding of integrated marketing communications where fashion brands are concerned.

Course Learning Outcomes

i. Understanding the relationship of history, culture and fashion.
ii. Understand fashion as a tool of communication.
iii. Understand the organisational structure of the fashion industry.
iv. Utilize the knowledge gained in message designing for fashion journalism.

Unit 1   (15 Hours)
The Fundamentals of Fashion

- Fashion Terms; System; Cycle; History
- Fashion as a Visual Language; Fashion Culture
- Fashion and Identity; Art and Design
- Fashion Market Levels and International Fashion Centres

Unit 2   **(15 Hours)**
Fashion Journalism

- Writing Fashion News and Feature
- Styling and Graphic Design for Fashion
- Fashion Film and Photography
- Fashion Journalism and PR: Blogging and Social Media

Unit 3   **(15 Hours)**
Marketing Communications

- Advertising and Public Relations
- Visual Merchandising and Retail Experience Design
- Exhibition and Display Design
- Brand Management of Fashion Industry

    Practical:

    Developing a Portfolio

References

Essential Readings

- Barnard, M. (2002). *Fashion as communication*. London: Routledge.
- Barnard, M. (2014). *Fashion theory: An introduction.* London: Routledge.
- Hethorn, J., et al. (2015). *Sustainable fashion- what's next?: A conversation exploring issues, practices, and possibilities*. New York: Fairchild Books.
- Kapferer, J., & Bastien, V. (2015). *The luxury strategy: Break the rules of marketing to build luxury brands.* London: Kogan Page.
- Welters, L. (Editor), Lillethun, A. (2011). *The fashion reader,* New York: Bloomsbury.

Additional Resources:

Suggested Readings

- Barnard, M. (2010). *Fashion theory: A reader*. London: Routledge.
- Bendoni, W. K. (2017). *Social media for fashion marketing storytelling in a digital world.* London: Bloomsbury Visual Arts.
- Bradford, J. (2015). *Fashion journalism*. London: Routledge.
- Ogilvy, D. (2007). *Ogilvy on advertising*. London: Prion.
- Ogilvy, D. (2011). *Confessions of an advertising man*. London: Southbank Publishing.

- Ranjan, A., & Ranjan, M. P. (2009*). Handmade in India: Crafts of India*. New York: Abbeville.
- Young, M., & Ogilvy, D. (2018). *Ogilvy on advertising in the digital age*. New York: Bloomsbury.

Assessment Method

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

DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE 10 – Communication in Public Spaces

CREDIT 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 10 – Communication in Public Spaces	4	3	1	0	Class XII	Nil

Syllabus of DSE 10

Course Objectives

1. To understand the Public Spaces and elements of painting, sculpture and architecture in the public domain.
2. To comprehend how these forms impact at various levels – the individual, the societal and in other utilitarian and artistic reasons.
3. To lead the students to analyse the ways in which these forms of the public art works "speak to us".
4. To comprehend the ways in which these artefacts serve as means of communication to be deployed for specific objectives, be they religious, aesthetic or utilitarian ones.

Course Learning Outcomes

i. Understanding the compulsion for public communication.
ii. Understanding the relationship between history and modes, mediums and styles of communication.
iii. Define plastic arts as a medium of communication.
iv. Understand the language of faith & the state across the plastic arts.

Unit 1 (15 Hours)
Communicating with the Public

- Defining the Plastic Arts as Communication
- Significance of History and periodisation
- Paintings, Sculptures, Architecture

- Public Art and Public Behaviour

Unit 2   **(15 Hours)**
The Language of Faith

- Iconography
- Iconoclasm
- Temples/Churches/Mosques/Stupa
- Khajuraho/Sistine Chapel/Jama Masjid/Sanchi Stupa

Unit 3   **(15 Hours)**
The March of Empire/ State

- Power and the Semiotics of Scale
- Monuments and Triumphalism
- The Colosseum/ Red Fort/ Taj Mahal/ Jantar Mantar
- War Memorial/ India Gate/ Memorial Statues

References

Essential Readings:

- Baxandall, M. (1988). *"The Period Eye" from Painting and experience in fifteenth century Italy: a primer in the social history of pictorial style*. Oxford: Oxford University Press.
- Cannon, J. (2013). *The secret language of sacred spaces: Decoding churches, temples, mosques, and other places of worship around the world.* London: Duncan Baird.
- Gombrich, E. H. (2018). *The story of art.* London: Phaidon.
- Panofsky, E. (2008). *Meaning in the visual arts.* Chicago: University of Chicago Press.
- Walker, J. A. (2001). *Art in the age of mass media.* London: Pluto Press.

Additional Resources:

Suggested Readings

- Berger J. (1972).*Ways of Seeing.* London: Penguin.
- Besançon, A., & Todd, J. M. (2009). *The forbidden image: An intellectual history of iconoclasm.* Chicago: University of Chicago Press.
- Eck, D. (1998). *"Seeing the Sacred" in Darśan: Seeing the Divine Image in India.* New York: Columbia University Press.
- Huntington, S., Wisner, B. B., & Montgomery, J. (1833). *Memoirs of the late Mrs. Susan Huntington.* Boston: Crocker and Brewster.

- Lavin, I. (1993). *Past-present: Essays on historicism in art from Donatello to Picasso.* California: University of California Press.
- Metcalf, T. R. (1989). *An imperial vision: Indian architecture and Britain's Raj.* London: Faber.
- Moore, A. C. (1977). *Iconography of religions: An introduction.* London: SCM Press.

Assessment Method

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

GE – 10
Media Psychology

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE:10 Media Psychology	4	3	1	0	Class XII	Nil

Course objectives

1. To acquaint students with the interface of media and psychology.
2. To understand and reflect on the human experience of media in terms of reciprocal effects and influences.
3. To illustrate the role of media, especially social media, as a tool of psychosocial cultural influence.
4. To explicate and critically reflect on the role of technology in creating the human experience of media.

Course Learning outcomes

i. Use psychological concepts, theories and research to make sense of the human experience of media.
ii. Understand how media and new media constructs social reality.
iii. Critically reflect on their experience of being the audience and consumers of media.
iv. Identify how there exists a reciprocal influence between motivations and emotions and consumption and creation of media content

Unit 1 (15 Hours)
Interface of Psychology and Media

- Introduction to Media Psychology: Key Concepts and Theories
- How Fantasy becomes Reality: Understanding Media Influence, Challenges and Opportunities of Living in a Media Saturated World
- Being the audience: Para-social Interaction, Celebrity and Fandom
- Being Critical Consumers of Media: Media Literacy

Unit 2 (15 Hours)

Psychological Effects and Influences of Media

- Media Influences on Prosocial and Antisocial Behaviour
- Body Image, Eating Disorders and Media
- Media and Image Building: Representation of Social Groups in Media (Women, Ethnic Minorities, Disability etc.)
- Social Psychology of Political Coverage

Unit 3   **(15 Hours)**
Human Experience of Media and Role of Technology

- Jean Baudrillard's Perspective on Impact of Media Technology
- Marshall Mc Luhan's Perspective on Impact of Media Technology
- Expressing of Self and Identity on Social Media
- Severe Dependence on Media Technology: Media Addiction

References

Essential Readings

- Dill, K. E. (2009). *How fantasy becomes reality: Seeing through media influence.* New York: Oxford University Press.
- Dill, K. (Ed.). (2013). *Oxford Handbook of Media Psychology.* New York: Oxford University Press.
- Giles, D. (2003). *Media psychology*. New York: Routledge.
- McLuhan, M. (2001). *Understanding media: The extensions of man.* London: Routledge.
- Merrin, W. (2005). *Baudrillard and the media: A critical introduction*. Polity. Cambridge: UK.

Suggested Readings

- Giles, D. (2010). *Psychology of the media.* Macmillan International Higher Education.
- Joinson, A. McKenna, K. Y. A.Postmes, T. & Reips, U.-D. (Eds.). (2007). *The oxford handbook of internet psychology.* Oxford: Oxford University Press.
- Mc Mahon, C. (2019). *The psychology of social media.* New York: Routledge.

E-resources
- Killing us Softly 4 (2010) by Jean Kilbourne
- The Social Dilemma (2020) by Orlowski, Davis Coombe, and Vickie Curtis

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

GE – 11
Gender and Media

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE:11 Gender and Media	4	3	1	0	Class XII	Nil

Course Objectives

1. Acquainting students with the key concepts and debates within the paradigm of media, gender and patriarchy.
2. Understanding of the intersectional impact of sex, gender, race, class, sexuality, age, ethnicity, ability, and other complex aspects of identities and how they influence social structures and women's empowerment.
3. Understanding of the role and impact of gender on media organisations, occupational segregation, hierarchy and labour.

Course Learning Outcomes

i. Critically exploring debates around gendered-identities and intersectionality on contemporary media and digital culture.
ii. Ability to examine a range of media texts, including film, TV programmes and magazines as well as digital media within the gendered performances.
iii. Ability to analyse the portrayal and normalising of gender roles in popular Hindi Film Clips.

Unit 1 (15 Hours)
Media Organizations and Gender

- Profile of Media Organisations
- Occupational Segregation
- Gender Debate: Hierarchy, Equity, Labour, Visibility, Techno-cultures
- Sexual Harassment and Organisational Grievance Redressal

Unit 2   **(15 Hours)**

Intersectionalities

- Patriarchy, Gender and Sexuality
- Representations of women
- Representations of Masculinities
- Representations of LGBTQ+

Unit 3   **(15 Hours)**

Clips from Popular Hindi Cinema: Some Case Studies

- Dilwale Dulhania Le Jayenge
- Kuch Kuch Hota Hai
- Aligarh
- Chennai Express
- Chandigarh Kare Aashiqui

References

Suggested Readings

- Beechey, V. (1979). On patriarchy. *Feminist Review*, *3*(1), 66-82.
- Byerly, C. M., & Ross, K. (2008). *Women and media: A critical introduction*. Blackwell Publishing: John Wiley & Sons.
- Chakravarti, U. (1993). Conceptualising Brahmanical patriarchy in early India: Gender, caste, class and state. *Economic and Political Weekly*, 579-585.
- Malhotra, A., Vanneman, R., & Kishor, S. (1995). Fertility, dimensions of patriarchy, and development in India. *Population and development review*, 281-305.
- Phillips, M., Mostofian, F., Jetly, R., Puthukudy, N., Madden, K., & Bhandari, M. (2015). Media coverage of violence against women in India: a systematic study of a high profile rape case. *BMC women's health*, *15*(1), 1-10.
- Hamilton, J. B., Knouse, S. B., & Hill, V. (2011). Online activism for a heterogeneous time: The Pink Chaddi Campaign and the social media in India. *Building and strengthening communities and social networks*, *27*(2), 63.
- Ladner, K. L. (2009). Gendering decolonisation, decolonising gender. *Australian indigenous law review*, *13*(1), 62-77.

Additional Resources

Suggested Readings

- Bhandari, I. K. (2018). Commodification of Women body in Indian media. *International journal of research and analytical reviews (IJRAR)*, *5*(3).
- Dasgupta, S., Sinha, D., & Chakravarti, S. (2011). *Media, gender, and popular culture in India: Tracking change and continuity*. New Delhi: SAGE Publications.
- Grosu-Rădulescu, L. M. (2016). Objectification of women and violence in what the body remembers. *Rupkatha journal on interdisciplinary studies in humanities*, *8*(1), 86-96.
- Gupta, B. (2021). An Analysis of the socio-legal framework around objectification of women in India. *Journal of humanities and social sciences studies*, *3*(1), 07-23.
- Griffin, M., Viswanath, K., & Schwartz, D. (1994). Gender advertising in the US and India: Exporting cultural stereotypes. *Media, culture & society*, *16*(3), 487-507.
- Gupta, V. K., Turban, D. B., & Pareek, A. (2013). Differences between men and women in opportunity evaluation as a function of gender stereotypes and stereotype activation. *Entrepreneurship theory and practice*, *37*(4), 771-788.
- Kathpalia, S. S. (2019). Redefining gender stereotypes in Indian English TV advertising. *World englishes*, *38*(3), 486-499.
- Fatehkia, M., Kashyap, R., & Weber, I. (2018). Using Facebook ad data to track the global digital gender gap. *World development*, *107*, 189-209.
- Kuroda, R., Lopez, M., Sasaki, J., & Settecase, M. (2019). The digital gender gap. *Policy brief prepared for W20 Japan, EY-GSMA*.
- Sambaraju, R. (2020). "I would have taken this to my grave, like most women": Reporting sexual harassment during the# MeToo movement in India. *Journal of social issues*, *76*(3), 603-631.
- Pegu, S. (2019). MeToo in India: building revolutions from solidarities. *Decision*, *46*(2), 151-168.

E-Resources

- Thomas, J (2018, May 8). "Women in Media: Power and Struggle,"Newslaundry, [Online: Web] URL:https://www.newslaundry.com/2018/05/04/women-media-gender-bias-power-indian-newsrooms-male-editors
- Yale Courses (2009, September 9) ."The Classical Feminist Tradition,"[Video File]. Retrieved from https://www.youtube.com/watch?v=wxZDA3M2lOM

Assessment Method

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

Media Laws and Ethics
GE – 12
<mark>(Level 300)</mark>

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
GE:12 Media Laws and Ethics	4	3	1	0	Class XII	Nil

Course Objectives

1. To train students to critically analyse legal and ethical issues related to different forms of media with appropriate case-studies.
2. To enhance the student's awareness of the paradigms regarding ethical responsibilities of the mass communications professional.
3. Examine the social, political, economic, legal and ethical dilemmas confronted by contemporary media practitioners in new, digital settings.

Course Learning Outcomes

i. Understanding the key legal and ethical frameworks faced by media practitioners while reporting journalistically.
ii. Learning to understand and resolve ethical and media issues originating in digital technology.
iii. Learning to formulate communication strategies in view of existing media law and ethical codes.

Unit 1 (15 Hours)
Freedom and The Fourth Estate

● Historical Perspective on Mass Media Laws: Colonial Period
● Democracies and Freedom of the Press
● Provision of the Indian Constitution: Article 19
● The Emergency in India: Case Study (The Indian Express, The Statesman, Samachar etc.)

Unit 2   (15 Hours)
Media Regulations in India

- Press Council Act 1978
- Intellectual Property Rights
- Central Board of Film Certification
- Advertising Standards Council of India
- Information Technology Act, 2000

Unit 3   (15 Hours)
Information Technology and Ethics

- The Public and the Private: Definitions, Limitations, Conflation
- Cyber Security, Cyber Warfare and Cyber Citizenship
- Informational Disorder: Computational Propaganda, Trolling, Sock Puppet Networks, Spoofers
- Paid News, Fake News, Deep Fakes, Private Treaties, Post Truth

References

Essential Readings

- Assembly, U. G. (1948). Universal declaration of human rights. *UN General Assembly*, *302*(2), 14-25.
- Bhowmik, S. (2013). Film censorship in India. *Routledge handbook of Indian cinemas*. https://doi.org/10.4324/9780203556054. ch14.
- Boyd, B. M. (1972). Film censorship in India: A" reasonable restriction" on freedom of speech and expression. *Journal of the Indian law institute*, *14*(4), 501-561.
- Chowdhury, A. R. (2008). The future of copyright in India. *Journal of intellectual property law & practice*, *3*(2), 102-114.
- Gosain, D. Agarwal, A., Shekhawat, S., Acharya, H. B., & Chakravarty, S. (2017). Mending wall: On the implementation of censorship in India. *International conference on security and privacy in communication systems.* (pp. 418-437). Springer, Cham.
- Jenkins, R., & Goetz, A. M. (1999). Accounts and accountability: theoretical implications of the right-to-information movement in India. *Third world quarterly*, *20*(3), 603-622.
- Lu, S. P. (1999). Corporate codes of conduct and the FTC: Advancing human rights through deceptive advertising law. *Colum. J. Transnat'l L.*, *38*, 603.
- Nickel, J. W. (1987). *Making sense of human rights: Philosophical reflections on the universal declaration of human rights*. University of California Press.

Additional Resources:

Suggested Readings

- Al-Zaman, M. S. (2021). Social Media Fake News in India. *Asian journal for public opinion research*, *9*(1), 25-47.
- Ashraf, P. (2014). The role of media in good governance: Paid news culture of media and the challenges to Indian democracy. *International research journal of social sciences*, *3*(3), 41-43.
- Farooq, G. (2018). Politics of Fake News: how WhatsApp became a potent propaganda tool in India. *Media Watch*, *9*(1), 106-117.
- Fichman, P. & Rathi, M. (2021). Cross Cultural Analysis of Trolling Behaviors. *Proceedings of the association for information science and technology*, *58*(1), 716-717.
- Gudipaty, N. (2017). Gendered public spaces. Online trolling of women journalists in India. *Comunicazione politica*, *18*(2), 299-310.
- Kshetri, N. (2016). Cybercrime and cybersecurity in India: causes, consequences and implications for the future. *Crime, law and social change*, *66*(3), 313-338.
- Kumari, T. (2020). A study on growth of over the top (OTT) video services in India. *International Journal of latest research in humanities and social science (IJLRHSS)*, *3*(9), 68-73.

E-Resources

- Sansad TV (2017, March 27) "Media Ethics, Principles in Journalism,"[Video: File] Retrieved from https://www.youtube.com/watch?v=v672qS48GRA
- Saxena, A. (2019, June 28) "Media Ethics: Maintaining Ethical Standards in Broadcast Journalism,"[Video: File] Retrieved from https://www.youtube.com/watch?v=eJqFAHDpxfM

Assessment Method

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

INDEX

KALINDI COLLEGE

SEMESTER – VII

Bachelor of Vocation- Web Designing

<table>
<tr><td colspan="7" align="center">Data Structures and Algorithm Design</td></tr>
</table>

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	**Tutorial**	**Practical/ Practice**		
Data Structures and Algorithm Design	4	3	0	1	Class XII Pass	NA

COURSE OBJECTIVE

- Understand and implement fundamental data structures (stacks, queues, linked lists, trees, and graphs).
- Learn algorithm design techniques like divide and conquer, dynamic programming, and greedy algorithms.
- Analyze the efficiency of algorithms using asymptotic notations (Big-O, Omega, Theta).
- Apply data structures and algorithms to solve real-world problems like polynomial manipulation and the knapsack problem.
- Develop problem-solving skills and optimize solutions for efficiency.

COURSE OUTCOME

Upon successful completion of this course, the student will be able to:

- Use and manipulate various data structures, including stacks, queues, linked lists, and trees, effectively.
- Use asymptotic notations (Big-O, Omega, Theta) to analyze and evaluate the time and space complexity of algorithms.
- Use advanced algorithm design techniques such as dynamic programming and greedy algorithms to solve computational problems.
- Use tree and graph algorithms (e.g., traversal, shortest path, and minimum spanning tree) to solve real-world problems.
- Use critical thinking and problem-solving skills to design, optimize, and implement efficient computational solutions.

SYLLABUS

Unit I: Linear Data Structures (9 Hours)
Stack- Definition, operations, and applications, evaluating arithmetic expressions, Other applications of stacks

Queue- Types and applications, Simple Queue, Circular Queue, Double-Ended Queue (Deque)

Linked Lists- Singly Linked List, Circularly Linked List, Doubly Linked List, Applications of Linked Lists-Polynomial Manipulation

Unit II: Non-Linear Tree Structures (12 Hours)

Introduction to Trees: Definition and Terminology (Root, Parent, Child, Sibling, Leaf, Depth, Height),Properties of Trees, Binary Trees, Structure and traversals of trees (in-order, pre-order, post-order), Applications of Binary Trees, Binary Search Tree, Balanced Trees- AVL Tree, B-Tree Insertion and Deletion

Unit III: Algorithm Design and Analysis (12 Hours)

Asymptotic Notations (Big-O, Omega, Theta), Insertion Sort Time Complexity Analysis,Divide and Conquer Approach- Quick Sort, Linear Search vs Binary Search, Greedy Algorithms-Knapsack Problem, Dynamic Programming-Longest Common Subsequence

Unit IV: Graphs (12 Hours)

Graph Representations-Adjacency Matrix and Adjacency List, Graph Traversals-Depth-First Search (DFS), Breadth-First Search (BFS), Single Source Shortest Path Algorithms-Dijkstra's Algorithm, Bellman-Ford Algorithm,Minimum Spanning Tree - Prim's Algorithm, Kruskal's Algorithm

REFERENCES

1. "Introduction to Algorithms" by Thomas H. Cormen, Charles E. Leiserson, Ronald L. Rivest, and Clifford Stein

2. E. Horowitz, S.Sahni and Dinesh Mehta, "Fundamentals of Data structures in C++",University Press, 2007

3. E. Horowitz, S. Sahni and S. Rajasekaran, "Computer Algorithms/C++",Second Edition, University Press, 2007

PRACTICAL COMPONENT (IF ANY)

Use Python for practical labs for Machine Learning.

LIST OF PRACTICALS (30 Hours)

1. Create a stack and implement the basic operations (push, pop, peek) using arrays and linked lists.
2. Create a program to evaluate arithmetic expressions using a stack.
3. Create a simple queue using an array. Then, modify it to make a circular queue and a double-ended queue (Deque) with operations like adding and removing from both ends.
4. Create a doubly linked list and perform basic operations like adding, removing, and displaying elements.
5. Create a linked list to represent a polynomial and create operations to add, subtract, and multiply polynomials.
6. Create a binary tree and perform tree traversals: in-order, pre-order, and post-order (ways to visit and print all the nodes).
7. Create an AVL tree (a self-balancing tree) and implement insertions and deletions while ensuring the tree remains balanced.
8. Implement different sorting algorithms: insertion sort, quick sort, and merge sort, and analyze how fast they run with different input sizes.
9. Implement the Knapsack Problem.

Course title & Code	Cred its	Credit distribution of the course			Eligibility criteria	Pre- requisite of the Course (if any)
		Lecture	Tutor ial	Practical/ Practice		
Machine Learning Fundamentals	4	3	0	1	Class XII Pass	NA

COURSE OBJECTIVE

The Learning Objectives of this course are as follows:

- This course will present foundations of Machine Learning algorithms, as well as their real- world applications.
- The course will cover two major learning approaches: supervised and unsupervised.

COURSE OUTCOME

Upon successful completion of this course, the student will be able to:

- Differentiate between supervised and unsupervised learning tasks.
- Normalize the data and perform outlier analysis.
- Execute various machine learning algorithms learnt in the course.Understand the concepts of regression, clustering and dimensionality reduction.

SYLLABUS

Unit I (9 Hours)

Introduction to Machine Learning: Definition, History, Future and basic concepts of Machine Learning, Key elements of Machine Learning, Supervised vs. Unsupervised Learning, Mamthematical Foundations: Data Structures for linear Algebra, Tensor Operations, matrix properties, Eigenvectors and Eigenvalues, Matrix operations for Machine Learning.

Unit II (12 Hours)

Supervised Learning- I: Simple Linear Regression, Multiple Linear Regression, Polynomial Regression, Over-fitting and Bias-Variance Trade-off, regularization. Regression evaluation metrics. Linear Discriminant Analysis

Unit III   **(12 Hours)**

Supervised Learning- II: Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbour (K-NN), Support Vector Machine (SVM), Kernel SVM, Decision Tree Classifier, Evaluating Classification Model Performance

Unit IV   **(12 Hours)**

Unsupervised learning:clustering: Approaches for clustering, distance metrics, K-means clustering, hierarchical clustering, and feature selection methods. Dimensionality reduction (Principal Component Analysis). Association Rules Learning.

REFERENCES

1. Alpaydin, E. (2020). Introduction to machine learning. MIT press.
2. Mathematical Foundation of Machine Learning: A Comprehensive Exploration of the Mathematical Foundations Underpinning Machine Learning
3. James, G., Witten, D., Hastie, T., &Tibshirani, R. (2013). An introduction to statistical learning (Vol. 112, p. 18). New York: springer.
4. Raschka, S., &Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and TensorFlow 2. Packt Publishing Ltd.
5. Shalev-Shwartz, S., & Ben-David, S. (2014). Understanding machine learning: From theory to algorithms. Cambridge university press.

PRACTICAL COMPONENT (IF ANY)

Use Python for practical labs for Machine Learning.

LIST OF PRACTICALS (30 Hours)

1. Implement linear algebra operations such as matrix multiplication, eigenvectors, and eigenvalues using libraries like NumPy.
2. Develop a program for Simple Linear Regression to predict a continuous target variable.

3. Extend the implementation to Multiple Linear Regression and Polynomial Regression.

4. Implement Ridge and Lasso regression to demonstrate regularization.

5. Write a program to implement LDA for dimensionality reduction.

6. Develop a KNN algorithm from scratch and evaluate its performance on a dataset.

7. Create a Decision Tree Classifier to solve a classification problem.

8. Implement K-Means clustering and hierarchical clustering on an unlabelled dataset.

9. Perform Principal Component Analysis (PCA) to reduce the dimensions of a dataset and visualize the results.

Data Communication and Networking					

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

COURSE OBJECTIVE

The course provides a unified and fundamental view of the broad field of computer networks. Furthermore, the easy to understand and extremely relevant world of Computer Networking is introduced in a top down Approach. Introduction to intranets and intranet servers and browsers, networks and network-servers, LANs/WANs, Internet working technologies, the OSI reference model for networking protocols, CSMA/CD, TCP/IP implementation

COURSE OUTCOME

Upon successful completion of this course the student will be able to:

- Gain a comprehensive understanding of computer network protocols, models, and architectures.
- Develop the ability to design and analyze various Local Area Network (LAN) topologies and technologies.
- Acquire knowledge of application layer protocols (HTTP, FTP, SMTP, DNS) and data link layer protocols (HDLC, error control, flow control).
- Understand medium access protocols and their role in efficient network communication.
- Learn network layer concepts, routing techniques, and transport layer protocols (TCP/UDP), with a basic introduction to the session and presentation layers.

SYLLABUS

Unit I   **(6 Hours)**

Introduction: Introduction to computer networks, evolution of computer networks and its uses, Advantages and Disadvantages of Computer Network, reference models: OSI reference Models, TCP/IP Protocol Suit Networking fundamentals: Internet, Circuit switching vs Packet switching, ISPs, Delay and Loss in Packet Switched Networks

Unit II   **(6 Hours)**

Local Area Network: LAN Architecture, LAN topologies- Bus/ Tree LAN, Ring LAN, Star LAN, Wireless LAN, Ethernet and Fast Ethernet, Token Ring

Unit III (10 Hours)

Application layer and data link layer: Application Layer Protocols: HTTP, FTP, SMTP, DNS Data link layer design issues, Flow Control- Stop and Wait, Error Detection, Error Control, error detection and correction, data link layer protocols, sliding window protocols, example of data link protocol- HDLC .

Unit IV (9 Hours)

Medium access layer: Channel allocation problem, multiple access protocols, Introduction to ALOHA, CSMA/CD, CSMA/CA

Unit V (7 Hours)

The network layer: Introduction, Routers, Network layer concepts, shortest path routing, flooding, distance vector routing, link state routing (without algorithms), congestion control and quality of service, internetworking, IP, Ipv4 Addressing vs Ipv6

Unit VI (7 Hours)

The transport layer: The transport layer services, elements of transport protocols, TCP and UDP, Brief introduction to presentation and session layer, E-mail

REFERENCES

1. Data Communication & networking: Forouzan, B. A.
2. Data and Computer Communications, W. Stallings, Prentice Hall of India
3. Computer Networks: Tanenbaum, Andrew S, Prentice Hall

PRACTICAL COMPONENT (IF ANY)

All practicals should be performed on Packet Tracer or any open-source network simulator.

LIST OF PRACTICALS (30 Hours)

1. Simulate Network Setup with basic devices (PCs, routers, switches) and configure IP addressing.
2. OSI Model Simulation using Wireshark or Packet Tracer to analyze network traffic and protocols.
3. Simulate Circuit Switching vs Packet Switching to demonstrate the differences in data transmission.
4. Configure and simulate different LAN topologies (Bus, Ring, Star, Tree) in PacketTracer.
5. Configure Ethernet and Fast Ethernet networks, test communication between devices.
6. Set up and simulate Token Ring network with token passing for access control.
7. Configure and test HTTP, FTP, SMTP, and DNS protocols between devices.
8. Implement and simulate Stop-and-Wait and Sliding Window Protocols for flow control and error detection.
9. Simulate ALOHA, CSMA/CD, and CSMA/CA protocols for multiple access and channel allocation.

Formal Languages and Automata Theory						

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre- requisite of the Course (if any)
		Lecture	Tutorial	Practical/ Practice		
Formal Languages and Automata Theory	4	3	0	1	Class XII Pass	NA

COURSE OBJECTIVE

- To learn about fundamental concepts of finite automata and formal language
- To enhance student's ability to understand and solve mathematical proofs for computation and algorithm
- To learn about deterministic and non- deterministic machines.
- To design grammars and recognizers for different formal languages

COURSE OUTCOME

- Students will have a clear understanding of abstract models of computation.
- Students will be able to analyze and design the finite automata, pushdown automata, formal language and language.
- Students will be able to apply mathematical and formal techniques for solving problems in computer science.

SYLLABUS

UNIT I (6 Hours)

Introductionto Finite Automata: The central concepts of Automata theory; Deterministic finite automata; Nondeterministic finite automata. Applications of finite automata, Finite automata with Epsilon transitions.

UNIT II (12 Hours)

Finite Automata and RegularExpressions: Applications of Regular Expressions; Regular languages; Proving languages not to be regular languages; Closure properties of regular languages; Decision properties of regular languages; Equivalence and minimization of automata.

UNIT III (9 Hours)

Context—free grammar: Parse trees; Applications; Ambiguity in grammars and Languages. Definition of the Pushdown automata; the languages of a PDA; Equivalence of PDA's and CFG's.

UNIT IV (9 Hours)

Deterministic PushdownAutomata: Normal forms for CFGs; The pumping lemma for CFGs; Closure properties of CFLs.

UNIT V (9 Hours)

Turing Machine: Programming techniques for Turing Machines, Extensions to the basics Turning machines, Turning machines and computers.

REFERENCES

1. John E. Hopcroft, Rajeev Motwani, Jeffrey D.Ullman: Introduction to Automata Theory, Languages and Computation, 3rd Edition, Pearson Education, 2011.

2. John C Martin: Introduction to Languages and Automata Theory, 3rd Edition, Tata McGraw- Hill, 2007.

3. Daniel L.A. Cohen: Introduction to Computer Theory, 2nd Edition, John Wiley & Sons, 2009.

4. Thomas A. Sudkamp: An Introduction to the Theory of Computer Science, Languages and Machines, 3rd Edition,Pearson Education, 2006.

PRACTICAL COMPONENT (IF ANY)

Implement the following in C/C++:

LIST OF PRACTICALS (30 Hours)

1. Simulate a Deterministic Finite Automaton (DFA) that accepts strings with three consecutive 1's as a substring.

2. Simulate a Nondeterministic Finite Automaton (NFA) for strings ending with "01".

3. Check if a given string belongs to a regular language using a regular expression.

4. Minimize a DFA for a given regular language.

5. Simulate a Pushdown Automaton (PDA) for the language 0^n1^n where $n \geq 1$.

6. Generate a parse tree for a given context-free grammar (CFG).

7. Simulate a Deterministic Pushdown Automaton (DPDA) for a deterministic CFL.

8. Convert a CFG into its Chomsky Normal Form (CNF).

9. Simulate a Turing Machine that computes the 2's complement of a binary number.

10. Simulate a Turing Machine that recognizes palindromes in a binary string.

INDEX

KALINDI COLLEGE

SEMESTER – VIII

Bachelor of Vocation- Web Designing

Advanced Java Programming and Web Technologies

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical /Practice		
Advanced Java Programming and Web Technologies	4	3	0	1	Class XII Pass	NA

COURSE OBJECTIVE

- To provide an in-depth understanding of Swing and MVC architecture for building user interfaces in Java applications.
- To enable students to perform database connectivity and network programming using Java's java.sql and java.net packages.
- To introduce concepts of distributed systems with RMI and JNDI, including object serialization and internationalization.
- To familiarize students with J2EE architecture, enterprise applications, and server-side technologies such as Servlets.
- To equip students with the skills to develop dynamic web applications using JSP, Expression Language, and JSTL.

COURSE OUTCOMES

- On successful completion of the course, students will be able to
- Design and implement user interfaces using Swing and MVC architecture.
- They will demonstrate the ability to connect Java applications to databases and create network-based programs.
- Develop distributed applications using RMI and effectively use JNDI for naming services.
- They will gain proficiency in building enterprise-level web applications using J2EE, Servlets, and related technologies.
- To create dynamic, interactive web pages using JSP, Expression Language, and JSTL for real-world applications.

SYLLABUS

Unit 1: Introduction to Swing and MVC Architecture (6 Hours)
Swing, MVC Architecture, Text Fields, Buttons, Toggle Buttons, Checkboxes, Radio Buttons, Applets, Applications

Unit 2: Java Database Programming and Networking (7 Hours)
`java.sql` Package, JDBC Driver, Database Connectivity, `java.net` Package, Client Programs, Server Programs, Content Handlers, Protocol Handlers

Unit 3: Distributed Applications with RMI and JNDI   **(7 Hours)**

RMI Architecture, RMI Registry, Distributed Applications with RMI, Naming Services, JNDI Overview, Object Serialization, Internationalization

Unit 4: J2EE Architecture and Web Applications   **(6 Hours)**

J2EE Architecture, Enterprise Applications, n-Tier Applications, HTTP Protocol, Web Applications, Web Containers, Application Servers

Unit 5: Server-Side Programming with Java Servlet   **(10 Hours)**

Java Servlet, HTTP Protocol, Servlet API, Servlet Life Cycle, Configuration and Context, Request and Response Objects, Session Handling, Event Handling, Filters, Writing Simple Filter Applications

Unit 6: JSP Programming   **(9 Hours)**

JSP Architecture, JSP Life Cycle, JSP Elements, Expression Language, Tag Extensions, Core Tag Library (JSTL), XML Tag Library, SQL Tag Library, Functions Tag Library, JSP Fragments, Tag Files

REFERENCE BOOKS

1. Java6Programming,BlackBook,Dreamtech
2. JavaServerProgramming,JavaEE6(J2EE1.6),BlackBook,Dreamtech
3. AdvancedJavaTechnology,ByM.T.Savaliya,Dreamtech

PRACTICAL COMPONENT (IF ANY)

Practicals are based on any Java Compiler.

LIST OF PRACTICALS (30 Hours)

1. Design a simple Java application with Swing components like Text Fields, Buttons, Checkboxes, and Radio Buttons.
2. Implement a To-Do List application using the Model-View-Controller (MVC) pattern with Swing.
3. Create a Java program to connect to a MySQL database, perform basic CRUD operations (Create, Read, Update, Delete).
4. Develop a client-server program using Java's `java.net` package to create a simple chat application.
5. Write a Java RMI application where a client communicates with a remote server to fetch data and display it.
6. Implement RMI-based object serialization to transmit complex objects between a client and a server.
7. Create a basic web application using J2EE architecture and demonstrate interaction between the web browser and server.
8. Build a Java Servlet-based web application to manage user sessions (login/logout functionality).
9. Write a simple Java Servlet Filter to intercept HTTP requests and modify the request/response flow for logging or security purposes.
10. Design a dynamic web page using JSP, including the use of JSTL and Expression Language to display dynamic content from a database.

Advanced Compiler Design

Course title & Code	Credits	Credit distribution of the course			criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Advanced Compiler Design	4	3	0	1	Class XII Pass	NA

COURSE OBJECTIVE

- To understand the fundamental concepts of compilers, including the roles of lexical analysis, parsing, and code generation.
- To gain proficiency in implementing both top-down and bottom-up parsing techniques, including the use of LR and LL grammars.
- To learn the process of syntax-directed translation and the generation of intermediate code representations like three-address code.
- To explore type checking, runtime environments, and how to handle storage allocation, parameter passing, and symbol tables in a compiler.
- To develop skills in code optimization techniques, including basic block optimization, global data flow analysis, and machine-dependent code generation.

COURSE OUTCOMES

At the end of the course, students will be able to:

- Explain and implement the phases of a compiler, including lexical analysis, parsing, and syntax-directed translation.
- Demonstrate the ability to design and implement top-down and bottom-up parsers, including working with LR and LL grammars.
- Gain hands-on experience in generating intermediate code and applying syntax-directed translation techniques.
- Implement type checking, handle runtime environments, and manage memory allocation and symbol tables in a compiler.
- Apply code optimization strategies, such as basic block optimization and global data flow analysis, to improve the efficiency of generated code.

SYLLABUS

Unit 1: Introduction to Compilers & Parsing (9 Hours)
Definition of compiler, interpreter, and their differences, Phases of a compiler, Role of lexical

analyzer, Regular expressions, Finite automata, From regular expressions to finite automata, LEX (lexical analyzer generator), Parsing, Role of parser, Context-free grammar, Derivations, Parse trees, Ambiguity, Elimination of left recursion, Left factoring

Unit 2: Bottom-Up Parsing   (8 Hours)
Bottom-up parsing, Definitions and handles, Stack implementation of shift-reduce parsing, Conflicts during shift-reduce parsing, LR grammars, LR parsers (simple LR, canonical LR, LookAhead LR), Error recovery in parsing, Parsing ambiguous grammars

Unit 3: Syntax Directed Translation & Intermediate Code Generation   (9 Hours)
Syntax-directed definitions, Construction of syntax trees, S-attributed and L-attributed definitions, Translation schemes, Emitting translations, Intermediate code generation, Types of intermediate forms, Abstract syntax tree, Polish notation, Three-address code, Types of three-address statements, Syntax-directed translation into three-address code

Unit 4: Type Checking & Runtime Environments   (9 Hours)
Type checking, Definitions, Type expressions, Type systems, Static vs dynamic checking of types, Specification of a simple type checker, Equivalence of type expressions, Type conversions, Runtime environments, Storage organization, Allocation strategies, Access to non-local names, Parameter passing, Symbol tables, Dynamic storage allocation

Unit 5: Code Optimization & Code Generation   (10 Hours)
Code optimization, Organization of the optimizer, Basic blocks, Flow graphs, Optimization of basic blocks, Sources of optimization, Directed acyclic graph (DAG) representation of basic blocks, Global data flow analysis, Code generation, Machine-dependent code generation, Object code forms, Target machines, Simple code generator, Register allocation, Peephole optimization

REFERENCE BOOKS

1. Alfred V. Aho, Ravi Sethi, Jeffrey D. Ullman (2007), *Compilers: Principles, Techniques, and Tools*, 2nd edition, Pearson Education, New Delhi, India.
2. Alfred V. Aho, Jeffrey D. Ullman (2001), *Principles of Compiler Design*, Indian student edition, Pearson Education, New Delhi, India.
3. Kenneth C. Louden (1997), *Compiler Construction: Principles and Practice*, 1st edition, PWS Publishing.
4. K.L. P. Mishra, N. Chandrashekaran (2003), *Theory of Computer Science: Automata, Languages, and Computation*, 2nd edition, Prentice Hall of India, New Delhi, India.

PRACTICAL COMPONENT (IF ANY)

The practicals are based on **C/C++** programming language.

LIST OF PRACTICALS (30 Hours)

1. Implement a lexical analyzer using regular expressions and finite automata for tokenization.
2. Implement a recursive descent parser for a simple arithmetic expression grammar.
3. Develop a shift-reduce parser using a stack for a simple grammar, handling conflicts during parsing.
4. Develop an LR parser for parsing a given grammar and demonstrate shift and reduce

operations.

5. Write a program to construct a syntax tree from a context-free grammar and generate a parse tree.
6. Implement syntax-directed translation to generate intermediate code (three-address code) for arithmetic expressions.
7. Implement a type checker for performing type validation on variables and expressions in source code.
8. Create a symbol table using hash tables or linked lists to store variable names, types, and scope information.
9. Implement basic code optimization techniques like constant folding and constant propagation for three-address code.
10. Write a program to generate target machine code (e.g., assembly) from three-address intermediate code for arithmetic operations.

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

COURSE OBJECTIVE

- To understand the fundamental concepts of Cloud Computing, including delivery models (SaaS, PaaS, IaaS) and deployment models (Public, Private, Community, Hybrid).
- To gain insights into Cloud Computing architecture and the benefits of implementing Cloud solutions across different business environments.
- To learn about Cloud security principles, including confidentiality, integrity, availability, and secure development practices.
- To explore the risks and security challenges in Cloud Computing, including privacy, compliance, and service provider risks.
- To understand Cloud Computing security architecture, focusing on identity management, access control, and autonomic security in Cloud environments.

COURSE OUTCOME
After completion of this course, students will be able to:

- Explain the core concepts of Cloud Computing, including different delivery and deployment models.
- Design and implement Cloud Computing architectures to meet business and security requirements.
- Apply Cloud security principles to ensure data confidentiality, integrity, and availability in Cloud environments.
- Identify and mitigate risks and security challenges associated with Cloud services and infrastructure.
- Implement security measures in Cloud systems, including identity management, access control, and autonomic security.

SYLLABUS

Unit 1: Cloud Computing Fundamentals   **(9 Hours)**

Introduction to Cloud Computing, Cloud Delivery Models: SaaS, PaaS, IaaS, Cloud Deployment Models: Public, Private, Community, Hybrid, Expected Benefits of Cloud Computing

Unit 2: Cloud Computing Architecture (8 Hours)

Overview of Cloud Computing Architecture, Cloud Delivery Models: SaaS, PaaS, IaaS, Cloud Deployment Models: Public, Private, Community, Hybrid

Unit 3: Cloud Computing Software Security Fundamentals (9 Hours)

Cloud Information Security Objectives: Confidentiality, Integrity, Availability, Cloud Security Services and Design Principles, Secure Cloud Software Requirements, Secure Development Practices

Unit 4: Cloud Computing Risk Issues and Security Challenges (9 Hours)

Privacy and Compliance Risks in Cloud Computing, Threats to Infrastructure, Data, and Access Control, Cloud Access Control Issues, Security Policy Implementation and Types, Cloud Service Provider Risks

Unit 5: Cloud Computing Security Architecture (10 Hours)

Architectural Considerations in Cloud Security, Trusted Cloud Computing, Secure Execution Environments, Identity Management and Access Control, Autonomic Security in Cloud Computing

REFERENCE BOOKS

1. Ronald L. Krutz, Russell Dean Vines, *Cloud Security: A Comprehensive Guide to Secure Cloud Computing*, Wiley.
2. John W. Ittinghouse, James F. Ransome, *Cloud Computing: Implementation, Management, and Security*, CRC Press.
3. Borko Furht, Armando Escalante, *Handbook of Cloud Computing*, Springer.
4. Charles Badcock, *Cloud Revolution*, TMH.

PRACTICAL COMPONENT (IF ANY)

The practicals are based on open-source tools like OpenStack, CloudStack, Eucalyptus, and Minikube for Kubernetes.

LIST OF PRACTICALS (30 Hours)

1. Setting Up a Private Cloud with OpenStack
2. Creating and Managing Virtual Machines in CloudStack
3. Deploying a Containerized Application Using Kubernetes (Minikube)
4. Setting Up Multi-Tier Applications in OpenStack using Heat Orchestration
5. Simulating Cloud Storage Using OpenStack Swift
6. Configuring and Managing Virtual Networks in OpenStack Neutron
7. Cloud Monitoring Using OpenStack Ceilometer

Foundations of Deep Learning

Coursetitle&Co	Credits	Creditdistributionofthecourse			Eligibilitycriteria	Pre-requisiteofthe course (if any)
		Lecture	Tutorial	Practical/ Practice		
Foundations of Deep Learning	4	3	0	1	Class XII Pass	NA

COURSE OBJECTIVE

- Apply deep learning techniques like logistic regression, gradient descent, and adaptive methods for supervised classification tasks.
- Design and optimize feedforward neural networks with regularization and hyperparameter tuning.
- Implement and apply Convolutional Neural Networks (CNNs) for image and text classification tasks.
- Explore and implement Recurrent Neural Networks (RNNs), including LSTMs and GRUs, for sequence modeling.
- Develop and evaluate various autoencoders, including regularized and variational autoencoders (VAEs), for feature learning and generative tasks.

COURSE OUTCOME

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

- Implement deep learning models for supervised classification tasks using techniques like gradient descent and adaptive optimization methods.
- Design and optimize neural network architectures, applying regularization techniques and tuning hyperparameters for improved performance.
- Build and apply Convolutional Neural Networks (CNNs) to solve real-world problems in image and text classification.
- Develop and train Recurrent Neural Networks (RNNs), including advanced models like LSTMs and GRUs, for sequence prediction and processing.
- Create and evaluate various types of autoencoders, including denoising and variational autoencoders, for feature extraction and generative tasks.

SYLLABUS

Unit I (7 Hours)
Introduction to Deep Learning, Motivation and applications, Basic Supervised Classification, Logistic regression, Optimizing with Gradient Descent and Stochastic Gradient Descent (SGD), Momentum, Adaptive Methods (e.g., Adam).

Unit II (8 Hours)
Feedforward Neural Networks, Deep Networks, Regularization Techniques (Dropout, L2

regularization), Hyperparameter Tuning (Grid search, Random search).

Unit III   **(8 Hours)**

Introduction to CNNs, Convolution layers, Pooling, Striding, Applications in Image and Text Classification, Hands-on with CNN architectures (e.g., LeNet, VGG).

Unit IV   **(8 Hours)**
RNNs, Backpropagation Through Time (BPTT), Bidirectional RNNs, Sequence-to-Sequence Models, LSTMs and GRUs.

Unit V   **(6 Hours)**
Autoencoders, Regularized Autoencoders, Sparse and Denoising Autoencoders, Variational Autoencoders (VAEs).

Unit VI   **(8 Hours)**

Data Splits (Train/Dev/Test), Evaluation Metrics, Cleaning Data, Bias-Variance Tradeoff, Transfer Learning, Multi-task Learning.

REFERENCE BOOKS

1. Ian Goodfellow, **Deep Learning**, MIT Press, 2016.
2. Jeff Heaton, **Deep Learning and Neural Networks**, Heaton Research Inc., 2015.
3. Mindy L. Hall, **Deep Learning**, VDM Verlag, 2011.
4. Li Deng, Dong Yu, **Deep Learning: Methods and Applications**, Now Publishers Inc., 2009.

PRACTICAL COMPONENT (IF ANY)

Use Python for practical labs.

LIST OF PRACTICALS (30 Hours)
1. Implement and train a logistic regression model for a binary classification task using gradient descent and stochastic gradient descent (SGD).
2. Build and train a basic feedforward neural network for a classification task, implementing activation functions, forward and backward propagation.
3. Perform hyperparameter tuning using grid search and random search to optimize neural network performance on a classification problem.
4. Implement and train a CNN model for image classification using techniques like convolution, pooling, and striding on datasets like MNIST or CIFAR-10.
5. Apply CNNs to text classification tasks, such as sentiment analysis or spam detection, using datasets like IMDB reviews.
6. Implement a simple RNN model for sequence prediction tasks, such as time series forecasting, and understand backpropagation through time (BPTT).
7. Build a bidirectional RNN for sequence-to-sequence tasks, such as machine translation or named entity recognition.
8. Implement autoencoders, including regularized and denoising autoencoders, for dimensionality reduction or feature extraction tasks.
9. Fine-tune a pre-trained CNN model (e.g., VGG, ResNet) for a custom image classification task using transfer learning techniques.