

## COMMON POOL OF GENERIC ELECTIVES (GE) COURSES OFFERED BY DEPARTMENT OF COMMERCE

### GENERIC ELECTIVES (GE-1): BUSINESS ORGANISATION

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
<b>Business Organisation BCH: GE- 1.1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in XII</b>	<b>NIL</b>

#### Learning Objectives

The course aims to familiarize the students with the forms of business organisation and contemporary issues.

#### Learning outcomes

The Learning Outcomes of this course are as follows:

1. examine the dynamics of the most suitable form of business organisation in different situations.
2. evaluate the various elements affecting the business environment.
3. analyse business models for different organisations.
4. record and report emerging issues and challenges of business organisations.
5. evaluate changes in the working pattern of modern organisations

#### SYLLABUS OF GE-1

##### Unit 1: Introduction (12 hours)

Business – Concept, nature and scope, business as a system, business objectives, business and environment interface, distinction between business, commerce and trade, Business ethics, social responsibilities of Business

##### Unit 2: Business Enterprises (12 hours)

Forms of Business Organisation: Sole Proprietorship, Partnership firm, Joint Stock Company, One Person Company, Cooperative society; Limited Liability Partnership; Multinational Corporations; Choice of Form of Organisation; Business Combination: Need and Objectives, Forms: Mergers, Takeovers and Acquisitions.

**Unit 3: Business Environment (12 hours)**

Meaning and significance of Business environment, Internal and external environment, Dimensions of Business Environment; Uncertainty and business; Environmental Analysis and Diagnosis, Environment scanning techniques: SWOT and ETOP.

**Unit 4: Entrepreneurship: Founding the Business (12 hours)**

Entrepreneur-Entrepreneurship-Enterprise; entrepreneurial ideas and opportunities in the contemporary business environment; Process of entrepreneurship; Forms of entrepreneurship; Skill India, Start-up India, Make in India, Globalisation.

**Unit 5: Contemporary Issues of Business Organisations (12 hours)**

Emerging Issues and Challenges; Innovation in Organisational Design; Learning Organisations, Workforce Diversity, Franchising, Outsourcing, and E-commerce; Government and business interface; Sustainability; Digitalisation and Technological innovations.

**Practical Exercise**

The learners are required to

1. complete the exercise wherein they are given different situations and scenarios to start their own business (in terms of capital, liability, the scale of operations, etc.) and are asked to select the most suitable form of business and justify the same highlighting the advantages and disadvantages of their choice.
2. identify various elements affecting the business environment and conduct a SWOT analysis for the company identified.
3. visit different enterprises and present a report on business models followed by them through a comparative analysis.
4. record and report their observations regarding the emerging issues and challenges of business organisations.
5. identify changes in the working pattern of modern organisations.

**Essential/ Recommended Readings:**

- Basu, C. (2017). Business Organisation and Management. McGraw Hill Education.
- Chhabra, T. N. (2019). Business Organisation and Management. Sun India Publications. New Delhi.
- Drucker, P. F. (1954). The Practice of Management. New York: Harper & Row.
- Kaul, V. K. (2012). Business Organisation Management. Pearson Education.
- Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. Paperback.
- Singh, B. P., & Singh, A. K. (2002) Essentials of Management. New Delhi. Excel Books Pvt. Ltd.
- Vasishth, N., & Rajput N. (2019)., Business Organisation & Management. Kitab Mahal. Delhi.

**Note: Readings will be updated by the Department of Commerce and uploaded on Department's website.**

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

## GENERIC ELECTIVES (GE-2: FINANCE FOR EVERYONE)

### Credit 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		
<b>Finance for Everyone BCH: GE- 1.2</b>	4	3	0	1	Pass in XII	NIL

### Learning Objectives

The course aims to offer an integrated approach to the understanding of concepts and applications of financial planning.

### Learning outcomes

The Learning Outcomes of this course are as follows:

1. explain the importance of financial literacy and the institutions providing financial services.
2. prepare a financial plan, and budget and manage personal finances.
3. avail and manage services offered by banks.
4. avail and manage services offered by post offices.
5. plan for life insurance and property insurance.
6. choose instruments for investment in shares.

## SYLLABUS OF GE-2

### Unit 1: Introduction, Financial Planning and Budgeting (9 hours)

Meaning, importance and scope of financial literacy; Prerequisites of financial literacy – level of education, numerical and communication ability; Various financial institutions – banks, insurance companies, post offices, mobile app-based services. Need of availing of financial services from banks, insurance companies and postal services. Concept of economic wants and means for satisfying these needs; Balancing between economic wants and resources; Meaning, importance and need for financial planning; Personal budget, family budget, business budget and national budget; Procedure for financial planning and preparing a budget; Budget surplus and budget deficit, Avenues for savings from surplus, Sources for meeting the deficit.

### Unit 2: Banking Services (9 hours)

Types of banks; Banking products and services – Various services offered by banks; Types of bank deposit accounts – savings bank account, term deposit, current account, recurring deposit; pan card, address proof, KYC norm; Various types of loans – education loan, consumer durable loan, vehicle loan, housing loan, short term, medium term, long term, microfinance, bank overdraft, cash credit, mortgage, reverse mortgage, hypothecation, pledge, Agricultural and related interest rates offered by various nationalized banks; Cashless banking, e-banking, check

counterfeit currency; CIBIL, ATM, net banking, RTGS, NEFT, IMPS, electronic clearance services (ECS), debit and credit card, app-based payment system, bank draft and pay order; banking complaints and ombudsman.

### **Unit 3: Financial Services from India Post Office (6 hours)**

Post office savings schemes: savings bank, recurring deposit, term deposit, monthly income scheme, kisan vikas patra, NSC, PPF, senior citizen savings scheme, sukanya samriddhi yojana; India post payments bank. money transfer: money order, e-money order. instant money order, collaboration with the western union financial services; mo videsh, international money transfer service, money gram international money transfer, Indian postal order.

### **Unit 4: Insurance Services (9 hours)**

Life insurance policies: life insurance, term life insurance, endowment policies, pension policies, ULIP, health insurance plans, comparison of policies offered by various life insurance companies, comparison of policies offered by various health insurance companies. Property insurance policies. Post office life insurance schemes: postal life insurance and rural postal life insurance.

### **Unit 5: Stock Markets – Some Basic Concepts (12 hours)**

Terms used in stock markets: SENSEX, NIFTY, primary markets, secondary markets, initial public offering(IPO), follow-on public offering (FPO), offer for sale (OFS), block deal, equity shares, preference shares, debentures, bonus shares, stock split, dividend, buyback, DEMAT account, trading account, delivery instruction slip (DI Slips), blue chips, defensive stocks, face value, market value, market capitalisation, pre-opening session, trading session, opening price, closing price, business days, bull, bear, bull market, bear market, risk, stop loss, derivatives, call option, put option, hedge, holding period; Tax on short term capital gains and long-term capital gains, Mutual Fund and its various schemes.

### **Practical Exercise**

**(30 hours)**

The learners are required to

1. visit banks, post offices, and insurance companies to collect information and required documents related to the services offered by these institutions and to know the procedure for availing of these services.
2. carry out the comparative analysis of different types of life insurance policies.
3. carry out the comparative analysis of different types of health insurance policies.
4. prepare a personal and family budget for one/six/ twelve months on imaginary figures.

### **Essential/ Recommended Readings:**

- Avadhani, V. A. (2022). Investment Management. Himalaya Publishing House Pvt. Ltd., Mumbai.
- Batra, J. K. (2018). Accounting and Finance for Non-finance Managers, Sage Textbook
- Bhattacharya. (2021). Indian Financial System. Oxford University Press.
- Chandra, P. (2018). Investment Game: How to Win. Tata McGraw Hill Education, New Delhi.
- Kothari, R. (2010). Financial Services in India-Concept and Application. Sage Publications India Pvt. Ltd., New Delhi.
- Milling, B. E. (2001). The Basics of Finance: Financial Tools for Non-Financial Managers. Universe Company, Indiana.

- Mittra, S., Rai, S. K., Sahu, A. P., & Starn, H. J. (2020). Financial Planning. Sage Publications India Pvt. Ltd., New Delhi.
- Sofat, R., & Hiro, P. (3rd Edition). (2016). Basic Accounting. PHI learning
- Zokaityte, A. (2017). Financial Literacy Education. Palgrave Macmillan, London.

**Note: Readings will be updated by the Department of Commerce and uploaded on Department's website.**

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

### GENERIC ELECTIVES (GE-3) Marketing for Beginners

#### Credit 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 for Beginners BCH: GE-1.3	4	3	1	0	Pass in XII	NIL

#### Learning Objectives

The structure of this course is to provide a basic understanding of concepts, principles, tools and techniques of marketing and to provide knowledge about various developments in the marketing scenario in India.

#### Learning outcomes

The Learning Outcomes of this course are as follows:

1. evaluate the companies following societal marketing concepts and along with their social initiatives.
2. judge the segmentation of a product, service, event, or organisation of companies.
3. analyse the process of value creation through marketing decisions involving product, pricing and distribution.
4. compare the pricing strategies of various companies.
5. explain marketing decisions involving product promotion and acquire knowledge about the various developments in the marketing area.

## SYLLABUS OF GE-3

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

**Introduction to Marketing:** Concept, Scope and Importance; Marketing Philosophies; Marketing Mix for goods and services.

**Marketing Environment:** Need for studying marketing environment; Micro environment- company, suppliers, marketing intermediaries, customers, competitors, publics; Macro environment- demographic, economic, natural technological, politico-legal and socio-cultural factors.

### Unit 2: Consumer Behaviour and Marketing Strategies (12 hours)

**Consumer Behaviour:** Need for studying consumer Behaviour; Stages in consumer buying decision process, Factors influencing consumer's buying decisions.

**Marketing Strategies:** Market segmentation-concept and bases of segmenting consumer markets; Market Targeting; Product Positioning- concept and bases.

### Unit 3: Product Decisions (8 hours)

Concept and classification; Product mix; Branding; Packaging; Labeling; Product support services; Product life cycle concept and marketing strategies.

### Unit 4: Pricing Decisions and Distribution Decisions (12 hours)

**Pricing Decisions:** Objectives; Factors affecting the price of a product; Pricing strategies for new products- penetration pricing and skimming pricing.

**Distribution Decisions:** Channels of Distribution: types and functions; Wholesaling and retailing; factors affecting the channels of distribution; Logistics Decisions.

### Unit 5: Promotion Decisions and Developments in Marketing (16 hours)

**Promotion Decisions:** Communication process; Importance of promotion; Promotion tools: advertising, personal selling, sales promotion, public relations, publicity and direct marketing

**Developments in Marketing:** Sustainable Marketing; Rural marketing; Social marketing; Digital marketing – an overview.

## Practical Exercises:

The learners are required to

1. select the examples of companies who are following societal marketing concepts and discuss their social initiatives.
2. suggest the suitable bases for segmentation of a product, service, event, or organisation of your choice.
3. list out the companies whose product has reached the maturity stage and explain the marketing strategies adopted by them.
4. identify the companies following skimming and penetration pricing policy.
5. analyse the rural marketing strategies of a business organisation.

## Essential/ Recommended readings

- Baines, P. et al. (2021). Fundamentals of Marketing. Oxford University Press.
- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing. Mc Graw Hill.
- Kapoor, N. (2022). Principles of Marketing, 2nd ed. PHI learning
- Kotler, P., Armstrong, G., & Agnihotri, P. (2018). Principles of Marketing. Pearson Education. Indian edition.
- Kotler, P., Chernev, A., & Keller, K. L. (2022). Marketing Management. United Kingdom

Pearson Education.

- Levy, M., & Grewal, D. (2022). Marketing. United States: McGraw-Hill Education.
- Masterson, R. (2022), Marketing, 5ed., Sage Textbook
- Ramaswamy, N. (2018), Marketing Management, Sage Textbook
- Sharma, K. & Aggarwal S. (2021). Principles of Marketing. Taxmann Publications.

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#### GENERIC ELECTIVES (GE- 4) Accounting for Everyone

#### Credit 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		
Accounting for Everyone  BCH: GE-1.3	4	3	0	1	Pass in XII	NIL

#### Learning Objectives

**Objective:** The course aims to help learners coming from non-commerce backgrounds acquire basic knowledge of financial accounting and to impart preliminary skills for recording various kinds of financial transactions and preparing financial statements.

#### Learning outcomes

The Learning Outcomes of this course are as follows:

1. Analyze various terms used in accounting;
2. Make accounting entries and prepare cash books and other accounts necessary while running a business;
3. Prepare profit and loss account and balance sheet;
4. Prepare accounts based on accounting software;
5. Analyze information from the company's annual report.

#### SYLLABUS OF GE-4

##### Unit 1: Introduction to Accounting and Accounting Principles (9 hours)

Accounting - Meaning, Importance, Need, objectives, advantages and limitations. Accounting as an information system, user of accounting information, sources of accounting information. Some Basic Accounting Terms –Transactions, Accounts, Assets, Liabilities, Capital, Drawings, Expenditure and Expense, Income, Revenue, Gain, Profit, Surplus, Loss, Deficit.



Accounting Principles Basis of Accounting – Cash, Accrual and Hybrid. Difference between Double Entry system and Single entry system (accounting for incomplete records).

### **Unit 2: Recording of transactions (9 hours)**

Identification of transactions and events for recording, Classifications of accounts (Traditional): Personal Account, Real Account and Nominal Account, Classifications of accounts (Modern): Assets, Liabilities, Capital, Income and expenses. Accounting Equation, Rules of debit and credit. Basis of recording – vouchers, Journalising the transactions.

### **Unit 3: Preparation of Accounts and Depreciation Accounting (9 hours)**

Preparation of Ledger, Cash Book including bank transactions and depreciation accounting: concept, features, causes, methods (SLM and WDV), charging to assets account.

### **Unit 4: Preparation of Financial Statement (9 hours)**

Trial Balance; Concept of Revenue and Capital expenditure; Preparation of Trading and Profit & Loss Account and Balance Sheet for a sole proprietor with basic adjustments.

### **Unit 5: Accounts from Incomplete Records (9 hours)**

Meaning, features, reasons and limitations of accounting from incomplete records. Determining profit and loss using the Statement of affairs method.

### **Practical Exercises:**

**(30 hours)**

1. Download annual reports of business Organisations from the websites and go through the contents of the annual report and present the salient features of the annual report using some ratios and content analysis including textual analysis.
2. Prepare a bank reconciliation statement from the individual passbooks.
3. Prepare Trading and Profit & Loss Account, Balance Sheet, and Cash Flow Statement collecting necessary data from small business firms.
4. Prepare financial statements using appropriate software.

### **Suggestive Readings:**

- Batra, J. K. (2018). Accounting and Finance for Non-finance Managers, Sage Textbook
- Bhupinder, Lt. (2020). Principles of Financial Accounting, Cengage.
- Goyal, B. K., & Tiwari, H. N. (2021). Financial Accounting. Taxmann Publication, New Delhi.
- Gupta, R. L., & Radhaswamy, M. (2014). Financial Accounting. S. Chand Publishing, New Delhi.
- Hatfield, L. (2019) Accounting Basics. Amazon Digital Services LLC.
- Horngren, C. T., Sundem, G. L., Elliott, J. A., & Philbrick, D. (2017). Introduction to Financial Accounting. Pearson Education, London
- Kumar, A. (2018) Financial Accounting, Singhal Publication
- Lal, J., & Srivastava, S. (2017). Financial Accounting Text & Problems. Himalaya Publishing House, Mumbai.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting. Vikas Publishing House Pvt. Ltd, New Delhi
- Monga, J. R. (2020). Financial Accounting: Concepts and Applications. Mayur Paperback , New Delhi



- Mukharji, A., & Hanif, M. (2010). Financial Accounting. Tata McGraw Hill Publishing Co. Ltd, New Delhi
- Mukherjee, S., & Mukherjee, A. K. (2017). Financial Accounting Oxford University Press, USA
- Sah, R. K. (2020). Concept building approach to financial accounting, Cengage
- Sehgal, D. (2016). Financial Accounting. Vikas Publishing House Pvt. Ltd, New Delhi.
- Siddiqui, S. A. (2008). Book Keeping & Accountancy. Laxmi Publications Pvt. Ltd, New Delhi.
- Sofat, R., & Hiro, P. (2016). Basic Accounting, 3rd ed. PHI learning
- Tulsian, P. C. (2020). Financial Accounting. Tata McGraw Hill Publishing Co. Ltd, New Delhi.

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### GENERIC ELECTIVES (GE- 5) COMPUTER APPLICATIONS IN BUSINESS

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
<b>Computer Applications in Business BCH: GE-1.5</b>	4	1	0	3	<b>Pass in XII</b>	<b>NIL</b>

#### Learning Objectives

This paper aims to impart computer knowledge that will enable them the ability to handle and analyse data for decision making and present it to the person concerned in the form of presentations and/or reports in the fast-moving business world.

#### Learning outcomes

The Learning Outcomes of this course are as follows:

1. describe the various concepts and terminologies used in computing, computer networks and the internet.
2. examine document creation for report making and communication.
3. identify and make good presentations.
4. analyse various computations using various functions in the area of accounting and finance and represent the business data using suitable charts. s/he should also be able to

manipulate and analyse the business data for a better understanding of the business environment and decision-making.

5. identify the spreadsheet knowledge acquired through this paper in solving real-life problems that help in decision making.

### **Unit 1: Introduction (4 hours)**

**Computing:** Concept of computing, Data and information; Computing Interfaces: Graphical User Interface (GUI), Command Line Interface (CLI), Touch Interface, Natural Language Interface (NLI); data processing; applications of computers in business.

**Computer Networks:** Meaning of computer network; objectives/ needs for networking; Applications of networking; Basic Network Terminology; Types of Networks; Network Topologies; Distributed Computing: Client Server Computing, Peer-to-peer Computing; Wireless Networking; Securing Networks: firewall.

**Basic Internet Terminology:** I.P. Address, Modem, Bandwidth, Routers, Gateways, Internet Service Provider (ISP), World Wide Web (www), Browsers, Search Engines, Proxy Server, Intranet and Extranet; Basic Internet Services; Internet Protocols: TCP/IP, FTP, HTTP(s), Uses of the Internet to Society; Cyber Security: Cryptography, digital signature.

### **Unit 2: Word Processing (3 hours)**

Introduction to word Processing, Word processing concepts, Use of Templates and styles, Working with word documents: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Auto-text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, page break, table of contents, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge (including linking with spreadsheet files as data source); Printing documents; Citations, references and Footnotes.

### **Unit 3: Preparing Presentations (2 hours)**

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, hyperlinking, Media; Design; Transition; Animation; and Slideshow, exporting presentations as pdf handouts and videos.

### **Unit 4: Spreadsheet basics (2 hours)**

Spreadsheet concepts, Managing worksheets; Formatting, conditional formatting, Entering data, Editing, and Printing and Protecting worksheets; Handling operators in the formula, Projects involving multiple spreadsheets, Organizing Charts and graphs; Flash-fill; Working with Multiple worksheets; controlling worksheet views, naming cells and cell ranges.

Spreadsheet functions: Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Text functions and Error functions.

Working with Data: Sort and filter; Consolidate; Tables; Pivot tables; What-if-analysis: Goal seek, Data tables and Scenario manager.

### **Unit 5: Spreadsheet projects (4 hours)**

Creating business spreadsheet: Loan repayment scheduling; forecasting: stock prices, costs & revenues; Payroll statements; handling annuities and unequal cash flows; Frequency distribution and its statistical parameters and break-even analysis.

### **Note:**

1. The General Purpose Software referred in this course will be notified by the University Departments every three years. If the specific features, referred to in the detailed course

above, are not available in that software, to that extent it will be deemed to have been modified.

## **Practical Exercises**

**(60 hours)**

The learners are required to do the practical exercises which include, but are not limited to, the following:

1. Analyze and compare the different mobile payment apps (at least 5) on the basis of their pros and cons and prepare a report on the same in word document using a table of contents, bullets, numbering, citations, etc. Also prepare a presentation for the same.
2. Using mail merge utility of word processing for either sending letters or for creating any other document like salary slip/ utility bills to be delivered to multiple recipients using data from a business organization or of the peer students.
3. Identify a topic related to any business operation and prepare a PowerPoint Presentation with all the above functions therein.
4. Prepare a Spreadsheet document with any hypothesized data and perform all the above functions therein.
5. By taking secondary data from a company's income statement and balance sheet for five to ten years, all the learners are required to conduct the Ratio Analysis and forecast values for different items of these statements for the next five to ten years.
6. Using logical, mathematical and statistical functions of the spreadsheet, the learners should be able to analyse the results of the class test using hypothesized data to determine the students who passed or failed, assigning them ranks like first, second, third, etc., finding out a number of absentees, counting no. of students scoring marks with distinction, etc.
7. The learners should be able to prepare repayment schedules of the loans that they borrow, prepare a payroll statement using spreadsheet functions listed above and analyse different investment opportunities using financial functions.
8. By taking live data from the website of the Government of India, use a Spreadsheet for preparing frequency distribution, and graphs, and calculate statistical measures like mean, median, mode, standard deviation, Correlation etc.

## **Essential/ Recommended Readings**

- Jain, H. C., & Tiwari, H. N. (2021). Computer Applications in Business. Taxmann, Delhi.
- Joseph, P. T., S. J. (2015). E-Commerce: An Indian Perspective, 6th ed. PHI Learning
- Mathur, S., & Jain, P. (2016). Computer Applications in Business. Galgotia Publishing Company

- Madan, S. (2020). Computer Applications in Business. Scholar Tech Press, Delhi.
- Sharma, S. K., & Bansal, M. (2017). Computer Applications in Business. Taxmann, Delhi.
- Thareja, R. (2019). Fundamentals of Computers. Oxford University Press.
- Thareja, R. (2018). IT & It's Business Application. Oxford University Press.
- Walkenbach, J. (2016). MS Excel. Bible. John Wiley & Sons, USA.
- Winston, W. L. (2013). MS Excel. Data Analysis & Business Modeling. Microsoft Press, USA.

### Suggestive Readings:

- Benninga, S. (2022). Financial Modeling. The MIT Press, USA.

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## GENERIC ELECTIVES (GE- 6)

### Bhartiya Gyan Parampara (Indian Knowledge System)

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

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
<b>Bhartiya Gyan Parampara (Indian Knowledge System)</b>  <b>BCH: GE- 1.6</b>	4	3	1	0	Pass in XII	NIL

### Learning Objectives

The course aims to familiarize the students with the astonishing breadth and depth of the Indian scientific and knowledge tradition.

### Learning outcomes

The Learning Outcomes of this course are as follows:

1. apportion the experience of the Gurukul system of education Indian culture
2. explain the concept of oneness (Ekatma Bhav).
3. use meditation on Panchkoshas and Chakras for enhancing productivity.
4. apply the management principles from the epics and compare them with the policies and schemes of the Government of India.

### **Unit 1: Bhartiya Gyan Parampara (Indian Knowledge System) – An Overview (16 hours)**

Importance of Ancient Knowledge; Defining Indian Knowledge System; The Indian Knowledge System Corpus- A Classification Framework; Some unique aspects of Indian Knowledge System: Nuances of an Oral Tradition. History of Traditional Indian Trade and commerce: Silk, cotton, sugar, spices etc., silk route. Traditional mercantile system

### **Unit 2: Knowledge: Framework and Classification (16 hours)**

Tarka: The Indian Art of Debate- The Knowledge Triangle; Prameya – A Vaisesikan Approach to Physical Reality- Dravyas, Attributes, Action; Vaisesikan Worldview of ‘Existence’; Pramana; Samasya; Framework for establishing Valid Knowledge – Deductive/ Inductive Logic Framework, Potential Fallacies in the Reasoning Process, Established Tenets in a Field of Study. Knowledge management; Types of knowledge management , Knowledge barriers, Knowledge Retention

### **Unit 3: Health, Wellness and Psychology (16 hours)**

Impact of Yoga Way of life on Emotional Intelligence of Managers; Ayurveda- Definition of Health; Tri- dosas – Relationship to Health; The Body- Mind- Intellect- Consciousness Complex; Consciousness- The True Nature of an Individual; Five layered Consciousness of an Individual (Panchkoshas); Chakra System (Energy centres). Consciousness: Management by consciousness, Levels of Individual and Organizational consciousness, Self-consciousness, beyond self-consciousness.

### **Unit 4: Governance and Public Administration (12 hours)**

Ramayana on Great Attributes, Dos, and Don'ts of a King; Arthasastra- Governance and Administration; Relevance of Arthasastra; Kautilyan State; Vidura- niti – Advice to a King- The Amatya, Settlements and Land Use (Janapada), Fortified Capital city (Durga), Treasury and State Economy (Kosa), Law & Order and Security (Danda), Foreign Policy and Allies (Mitra); Public Administration- Perspectives from the Epics. Indigenous banking system: Methods of the Indigenous banking system; Promissory note, Dastavez, Rahan, Functions of the indigenous banking system; Advancing loans, discounting Hundis; Type of Hundi, Darshni Hundi, Muddati Hundi.

### **Practical Exercises:**

1. visit a Gurukul/ Ashram and have your own experience (anubhooti) of the Indian ancient knowledge system.
2. muktchintan (brainstorming) on topics life worldview of existence.
3. practise of meditation on Panchkoshas and Chakras.
4. muktchintan (brainstorming) on the perspectives from the epics and the real-life scenario of their applicability in the policies and schemes of the Government of India like Foreign policy, Defence policy, Innovation and Start-up Policy, Global Initiatives like One Sun One World One Grid: India's Initiative; Vaccine Diplomacy, International Yoga Day.

### **Essential/ Recommended readings**

- Aurobindo, S. (2021). The Foundations of Indian Culture. India: Sri Aurobindo Ashram.

- Dharampal. (1995). The Beautiful Tree: Indigenous Indian Education in the Eighteenth Century. Rashtrottana Sahitya. ISBN-10:8175310952
- Indian Knowledge Systems. (2005). India: Indian Institute of Advanced Study.
- Mahadevan, B., Bhat, V. R., & Pavana, N. (2022) Introduction to Indian Knowledge System Concepts and Applications. PHI Learning
- Parthasarathy, S. (2014). Vedanta for Modern World. Sri Siim Research Press.
- Pe, D. (2005). Hidden dangers of meditation and yoga. Payal Books
- Simpson, A. (2019). Leadership Lessons from the Bhagavad Gita. India: SAGE Publications.
- The Arthashastra. (2000). India: Penguin Books Limited.
- Vivekananda, S. (2021). Patanjali Yoga Sutra. Srishti Publishers & Distributors. ISBN-10:9390441137

#### Suggestive Readings

- <https://iksindia.org/index.php>
- <https://indianculture.gov.in/indian-culture-repository>
- <https://vedicheritage.gov.in/>
- <https://www.rarebooksocietyofindia.org/>
- <https://management.cesedu.org/>
- <https://indica.in/>
- <https://www.bhratiyakritisampada.nic.in>
- Attree, A. K., Kumar, V., and Singh, A. K. (2020) Developing and validating the individual and organisational consciousness scale, International Journal of Work Organisation and Emotion, Vol. 11, No. 2, 154-177

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### GENERIC ELECTIVES (GE- 7) Basic Personal Taxation

#### Credit 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		
Basic Personal Taxation  BCH: GE-1.7	4	3	1	0	Pass in XII	NIL

## Learning Objectives

To provide basic knowledge and equip students with the application of principles and provisions of the Income-tax Act, 1961 applicable to individuals and the relevant Rules; and to enable the students to apply them to real-world situations.

## Learning outcomes

The Learning Outcomes of this course are as follows:

1. analyse the basic concepts of income tax and determine the residential status of different persons;
2. compute income under the heads 'salaries' and 'income from house property';
3. compute income under the heads 'Profits and gains of business or profession' and 'capital gains';
4. compute income under the head 'income from other sources' and understand the provisions relating to income of other persons included in assessee's total income; and
5. analyse various deductions and computation of total income and tax liability of individuals.

### Unit 1: Introduction (12 hours)

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

Basic concepts: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, the maximum marginal rate of tax; Permanent Account Number (PAN). Residential status (only individual); Scope of total income on basis of residential status.

### Unit 2: Computation of Income – 1 (16 hours)

Income from Salaries: Meaning, the basis of charge, different forms, allowances, perquisites.

Income from house property: Basis of charge, computing income from letting out, self-occupied and partly let out and partly self-occupied, provisions related to unrealised rent, taxation of arrears of rent. Deductions from Annual Value (Sec 24).

### Unit 3: Computation of Income – 2 (16 hours)

Profits and gains of business or profession: Basis of charge, computing business or profession income, the relevance of method of accounting, scheme of deductions and allowances, specific deductions under the act, specific disallowances under the act.

### Unit 4: Computation of Income -3 (16 hours)

Capital gains: Basis of charge, capital asset, transfer of a capital asset, consideration, cost of acquisition, cost of improvement, indexation, computation of capital gains.

Income from other sources: Basis of charge, the relevance of method of accounting, dividend, interest on securities, winnings from lotteries, crossword puzzle, horse race, card games and their taxation, deduction from total income.

## Practical Exercises:

### The learners are required to:

1. discuss selected provisions of the Income-tax Act, 1961 from the official website of the Government of India;
2. refer to the Finance Act to learn about the amendments done in various provisions of the Income-tax Act, 1961;
3. refer relevant notifications and circulars from the official website of Government of India;



4. use tax calculators available on the official website of Government of India; and
5. explore and attempt online filing of Returns of Income & TDS on the Income tax e-filing website under ITR-1 and ITR-2.

#### Essential/ Recommended Readings:

- Ahuja, G., & Gupta, R. (2022). Systematic Approach to Income Tax. Commercial Law House, Delhi.
- Lal, B. B. (2011). Income Tax Law and Practice. Konark Publications, New Delhi.
- Pagare, D. (2021). Law and Practice of Income Tax. Sultan Chand and Sons, New Delhi.
- Singhania, V. K., & Singhania, M. (2021). Students' Guide to Income Tax. University Edition. Taxmann Publications Pvt. Ltd., New Delhi.

#### Suggestive Readings

- Current Tax Reporter. Current Tax Reporter, Jodhpur.
- Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai.
- Taxman. Taxman Allied Services Pvt. Ltd., New Delhi.

**Note: Readings will be updated by the Department of Commerce and uploaded on Department's website.**

#### Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

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

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

  
**REGISTRAR**

### **Generic Elective- 3.1(GE-3.1): General Management**

#### **CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

<b>Course title &amp; Code</b>	<b>Credits</b>	<b>Credit distribution of the course</b>			<b>Eligibility criteria</b>	<b>Pre-requisite of the course (if any)</b>
		<b>Lecture</b>	<b>Tutorial</b>	<b>Practical/ Practice</b>		
<b>GE -3.1 – General Management</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in XII</b>	<b>NIL</b>

#### **Learning Objectives**

The course aims to equip learners with essential management related knowledge and skills and their applicability in real world.

#### **Learning outcomes**

After completion of the course, learners will be able to:

1. Examine the evolution of management and its significance
2. Comprehend and analyse applicability of managerial functions
3. Recognise the role of decision-making in business.
4. Analyse the role of directing in management
5. Appraise the function of controlling and contemporary issues in management

#### **SYLLABUS OF GE-3.1**

##### **Unit 1: Introduction to Management (9 hours)**

Principles of management - concept, nature and significance; Evolution of Management thought: Classical (Fayol's principles of management; Taylor's scientific management), Neo classical (Hawthorne Experiments), Modern approach (Systems Approach; Contingency Approach).

##### **Unit 2: Functions of Management (6 hours)**

Management functions and their relationship- planning, organizing, staffing, directing and controlling; Functional areas of management – an overview; Coordination - concept, characteristics and importance.

##### **Unit 3: Planning and Organising (12 hours)**

Planning- meaning, strategic and operations planning; Decision-making- concept, importance and bounded rationality; Organizing- division of labour & specialization; Organisational structures; Factors affecting organisational design.

#### **Unit 4: Directing and Staffing (9 hours)**

Directing- concept and importance; Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; Leadership-meaning and importance; Communication- meaning and importance; Staffing- concept, importance and process.

#### **Unit 5: Controlling and Contemporary Issues in Management (9 hours)**

Principles of Controlling, performing controlling function; Management challenges of the 21<sup>st</sup> Century; Factors reshaping and redesigning management purpose, performance and reward perceptions- internationalisation; Digitalisation; Entrepreneurship & innovation; Workplace Diversity

#### **Exercises:**

The learners are required to:

1. Assess the applicability of managerial theories in today's corporate world.
2. Discuss the interrelationship between various managerial functions as a group discussion.
3. Perform a role play on bounded rationality or on any other aspect of decision-making.
4. Identify various techniques used by organisations to motivate employees.
5. Study and make a report to assess the impact of emerging issues in management.

#### **Suggested Readings:**

- Drucker, P. F. (1954). *The Practice of Management*. New York: Harper & Row.
- Drucker, P. F. (1999). *Management Challenges for the 21st Century*. Harper Collins Publishers Inc.
- Griffin. (2021). *Management Principles and Application*. Cengage.
- Koontz, H. & Weihrich, H. (2012). *Essentials of Management: An International and Leadership Perspective*. McGraw Hill Publications
- Kumar, P. (2019). *Management: Principles and Applications*. Delhi: JSR Publication House LP.
- Mahajan, J.P. & Mahajan, A. (2017). *Management Principles and Applications*. Vikas Publications
- Rao, V.S.P. (2022). *Management Principles and Applications*. Taxmann Publications.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

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

**Generic Elective- 3.2(GE-3.2): Basics of Advertising**  
**CREDIT 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		
<b>GE 3.2- Basics of Advertising</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in XII</b>	<b>Studied MARKETING FOR BEGINNERS (GE- 1.3)</b>

### **Learning Objectives**

The objective of this paper is to familiarise the students with concepts and techniques of advertising used in marketing.

### **Learning outcomes**

After completion of the course, learners will be able to:

1. Identify communication objectives behind advertising various products and services.
2. Evaluate the importance of advertising appeals.
3. Explain various media elements in the advertising decisions.
4. Examine the role of various advertising agencies.
5. Evaluate the effectiveness of advertising campaigns.

### **SYLLABUS OF GE-3.2**

#### **Unit 1: Introduction to Advertising (9 hours)**

Marketing Communication Process; Advertising: Significance, Types and Objectives; Target audience selection- basis; DAGMAR Approach; Methods of setting of Advertising Budget.

#### **Unit 2: Message (9 hours)**

Advertising Appeals; Advertising Copy: Elements of Print Advertising Copy. **Unit 3: Media Decisions (9 hours)**

Types of Media: Merits and Demerits; Advertising through internet and interactive media issues and considerations.

#### **Unit 4: Advertising Agency (9 hours)**

Role, Types and Selection of advertising agency.

#### **Unit 5: Advertising: Effectiveness and Institutional Framework (9 hours)**

Rationale of Measuring Advertising Effectiveness: Evaluating Communication and Sales Effect; Pre and Post testing Techniques. Brief role of Advertising Standards Council of India (ASCI).

#### **Exercises:**

The learners are required to:

1. Analyse the marketing communication strategies of select firms.
2. Perform a content analysis of various advertising campaigns to:
  - a. identify the objective of an advertisement forming part of an advertising campaign.
  - b. find out the target audience of a campaign.
  - c. prepare a report on various media options used in a campaign.
  - d. prepare a report on message strategy and copy elements used in the campaign.
3. Select a product to develop an advertising campaign for it.
4. Evaluate the advertising appeals of certain top brands.
5. Assess the merits and demerits of different forms of media used in advertising.
6. Prepare a list of advertising agencies along with their strategies.
7. Analyse case studies on evaluating the effectiveness of advertising campaigns.

#### **Suggested Readings:**

- Belch, G. E., Belch, M. A., & Purani, K. (2009). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. New York: McGraw Hill Education.
- Gupta, R. (2012). *Advertising Principles and Practice*. S. Chand
- Kapoor, Neeru. (2022). *Fundamentals of Advertising- IIInd Edition*. New Delhi: Cengage Learning India Pvt. Ltd.
- Shah, K., & D' Souza, A. (2008). *Advertising and Promotions: An IMC Perspective*. New Delhi: Tata McGraw Hill Publishing Company Limited.
- Sharma, K. (2018). *Advertising: Planning and Decision Making*. New Delhi: Taxmann Publication.
- Sharma, S. & Singh, R. *Advertising: Planning and Implementation, 3rd ed.* PHI Learning

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

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

**Generic Elective- 3.3(GE-3.3): Investing in Stock Markets**  
**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES**  
**OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>GE 3.3- Investing in Stock Markets</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in XII</b>	<b>NIL</b>

### **Learning Objectives**

The course aims to familiarize the students with the skills required to operate in the stock market. They can learn the trading mechanism of the stock exchanges.

### **Learning outcomes**

After completion of the course, learners will be able to:

1. Evaluate the investment environment as well as risk & return framework.
2. Conduct fundamental analysis to identify under-priced/overpriced securities.
3. Conduct technical analysis to make buy and hold decisions in the stock market.
4. Describe the functioning of Indian Stock Market.
5. Analyse mutual funds as an investment alternative.

### **SYLLABUS OF GE 3.3**

#### **Unit 1: Basics of Investing (9 hours)**

Basics of investment & investment environment. Concept of risk and return, Risk and return trade-off, Types of investing and investors. Avenues of investments - Equity shares, Preference shares, Bonds & Debentures, Insurance schemes, Mutual funds, Index funds, ETF. Security markets - primary Market, secondary Market and derivative market. Responsible Investment.

#### **Unit 2: Fundamental Analysis (9 hours)**

Top-down and bottom-up approaches, Analysis of international & domestic economic scenario, industry analysis, company analysis (quality of management, financial analysis: both annual and quarterly, income statement analysis, position statement analysis including key financial ratios, cash flow statement analysis, EBIT,

capital gearing ratio, return on investment, return on equity, EPS and DPS analysis, Industry market ratios: operating profit ratio, net profit ratio, PE, PEG, price over sales, price over book value, dividend yield, earning yield, debt equity ratio, eva). Understanding the shareholding pattern of the company.

### **Unit 3: Technical Analysis (9 hours)**

Trading rules (credit balance theory, confidence index, filter rules, market breadth, advances vs declines) and charting (use of historic prices, simple moving average and MACD, basic and advanced interactive charts). Do's & Don'ts of investing in markets.

### **Unit 4: Indian Stock Market (9 hours)**

Primary Markets (IPO, FPO, Private placement, OFS), Secondary Markets (cash market and derivative market: Futures and Options), Market Participants: stock broker, investor, depositories, clearing house, stock exchanges. role of stock exchange, stock exchanges in india BSE, NSE and MCX. Security market indices: Nifty, Sensex and sectoral indices, Sources of financial information. Trading in securities: Demat trading, types of orders, using brokerage and analyst recommendations.

### **Unit 5: Investing in Mutual Funds (9 hours)**

Concept and background of mutual funds: advantages, disadvantages of investing in mutual funds, types of mutual funds- open-ended, close-ended, equity, debt, hybrid, index funds, exchange traded funds and money market funds. Factors affecting the choice of mutual funds. CRISIL mutual fund ranking and its usage. Calculation and use of Net Asset Value.

### **Exercises:**

The learners are required to:

1. Compute risk and return of various investment alternatives using excel spreadsheet.
2. Estimate the value of equity stocks of at least 2 listed companies by applying principles of fundamental analysis.
3. Extract historical prices and volumes of equity stocks of any two companies. Predict their price movements using appropriate methods of technical analysis.
4. Extract all the forms and documents required for listing of a public company on the Stock exchange. Prepare a report on the activities performed by a Merchant Banker for launching an Initial Public Offer.
5. Pick any three mutual funds and compare them on the basis of their risk parameters, portfolio holdings and historical return.



**Suggested Readings:**

- Chandra, P. (2017). *Investment Analysis and Portfolio Management*: Tata McGraw Hill Education, New Delhi.
- Chaturvedi S., Kaur G., Singh A. & Kaur J. (2021). *Investing in Stock Markets*. Scholar Trust Press.
- Kevin, S. (2022). *Security Analysis and Portfolio Management*: PHI Learning, Delhi.
- Kumar V., Kumar N., & Sethi R. (2021). *Investing in Stock Markets*. Ane Books.
- Pandian, P. (2012). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publishing House.
- Ranganatham, M., & Madhumathi, R. (2012) *Security Analysis and Portfolio Management*: Pearson Education, India.
- Singh J. K. & Singh A. K. (2017). *Investing in Stock Markets*. Delhi: A. K. Publications, Delhi.
- Tripath V. & Pawar N. (2022). *Investing in Stock Markets*: Taxmann Publications.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website**

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

**Generic Elective- 3.4(GE-3.4): Financial Statement Analysis**  
**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE**  
**COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>GE 3.4 – Financial Statement Analysis</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in XII</b>	NIL

**Learning Objectives**

The course aims to enable the student to analyse and interpret the financial statements and related footnotes of publicly traded companies.

**Learning outcomes**

After completion of the course, learners will be able to:

1. Describe the meaning of financial statements as per Companies Act, 2013.
2. Discuss the techniques of financial statements analysis.
3. Compute the financial ratios using spreadsheets.
4. Examine the cash position of companies using the cash flow statements.
5. Analyse the financial performance of companies using ratio analysis.

**SYLLABUS OF GE-3.4**

**Unit 1: Introduction (9 hours)**

Introduction to financial statements, Uses & Limitations of Financial Statements, users of accounting information, an overview of Financial statements as per companies act, 2013, Balance sheet, Statement of Profit and Loss, Cash Flow statement, Statement of changes in Equity, Notes to the accounts, Significant accounting policies, Brief introduction of accounting standards.

**Unit 2: Techniques of financial statements analysis (9 hours)**

Comparative and common-size statements: horizontal and vertical analysis, trend analysis.

**Unit 3: Ratio analysis (9 hours)**

Ratio analysis and interpretation: liquidity, solvency, profitability, activity and market ratios; Du Pont analysis.

**Unit 4: Cash Flow Analysis (9 hours)**

Importance and objective of understanding a firm's cash flows, Structure of Cash flow statement: Financing, investing and operating activities, Preparation of Cash Flow statement as per AS 3 (revised) and Ind AS 7.

### **Unit 5: Financial Statement analysis – Real-life case work (9 hours)**

Analysis of financial statements (Income Statement, Balance sheet, Cash flow statement) of any two listed companies of similar market capitalization from the same sector/industry using spreadsheets. Use Ratio analysis and Industry averages to draw inferences about the company's financial health.

#### **Exercises:**

The learners are required to:

1. Download soft copies of annual reports of public listed companies & analyse the financial statements.
2. Prepare the comparative & common size financial statements for three years of at least two listed companies.
3. Compute accounting ratios to analyse the operating efficiency, solvency, profitability and liquidity position of any company from its financial statements.
4. Analyse & interpret the cash position of companies using the cash flow statements.
5. Analysis & interpret the financial ratios of select companies on the basis of their financial statements.

**Note: Students should be encouraged to use spreadsheets for practical exercises. Suggested Readings:**

- Gupta, A. (2018). *Financial Accounting for Management - An Analytical Perspective*. Delhi: Pearson Education.
- Lal, J., & Gauba, S. (2018). *Financial Reporting and Analysis*. Delhi: Himalaya Publishing House.
- Myer, J. N. (1965). *Financial Statement Analysis*. USA: Prentice-Hall.
- Penman, S.H. (2013). *Financial Statement Analysis*. Singapore: Tata McGraw Hill.
- Subramanyam, K. R., & Wild, J. J. (2014). *Financial Accounting – A Managerial Perspective*. Delhi: Prentice Hall of India.
- Tulsian, P. C., Tulsian, B., & Tulsian, T. (2022). *Analysis of Financial Statements*. New Delhi/NCR: Tcom Prints.
- Tulsian, P. C., Tulsian, B., & Tulsian, T. (2022). *Corporate Accounting*. New Delhi: S. Chand Publication.
- Tulsian, P. C., Tulsian, B., & Tulsian, T. (2022). *Financial Management*. New Delhi: S. Chand Publication.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

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

**GENERIC ELECTIVE COURSES BY COMMERCE DEPARTMENT****Generic Elective Courses (GE) – Semester VII**

<b>Course Type/Code</b>	<b>Course Title</b>	<b>Lectures</b>	<b>Tutorials</b>	<b>Practical</b>	<b>Credits</b>	<b>Pre-requisites</b>
GE-7.1	Indian Ethos and Management	3	1	0	4	NIL
GE-7.2	People Management	3	1	0	4	NIL
GE-7.3	E-Commerce	3	1	0	4	NIL
GE-7.4	Statistics for Business Management	3	1	0	4	NIL

**Generic Elective Courses (GE) – Semester VIII**

<b>Course Type/Code</b>	<b>Course Title</b>	<b>Lectures</b>	<b>Tutorials</b>	<b>Practical</b>	<b>Credits</b>	<b>Pre-requisites</b>
GE-8.1	Workplace Diversity	3	1	0	4	NIL
GE-8.2	Risk Management	3	1	0	4	NIL
GE-8.3	Collective Bargaining and Negotiation Skills	3	1	0	4	NIL
GE-8.4	Legal Aspects of Business	3	1	0	4	NIL

## Generic Elective Course- 7.1 (GE-7.1): Indian Ethos and 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		
<b>Indian Ethos and Management: GE-7.1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII</b>	<b>NIL</b>

#### Indian Ethos and Management

#### BCH: GE- 7.1

#### Learning Objectives:

The course aims to develop an insight and understanding of Ethics and Indian Ethos in Management and their application in managing business.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Analyse the concepts and elements of Indian ethos and management lessons from Indian scriptures.
2. Compare work ethos and values and their relevance in managing business enterprises.
3. Analyse the Indian system of learning and the philosophy of karma.
4. Apply Indian ethos in holistic management.
5. Acquire the ability to incorporate self-management, personality development, workplace spirituality, and holistic decision-making into their personal and professional lives, informed by Ancient Indian Education and ethos.

#### Course Contents:

#### Unit 1: Introduction (12 hours)

##### Part A - Business Ethos

Introduction, Approaches to Business Ethics, Role of Ethics in Business, Business Ethics and Moral Obligations; Business Ethics and Management, Global perspectives on Business Ethics; Corporate Social Responsibility; Corporate Governance; Cases Studies on unethical practices in industry/ corporate sector.

##### Part B - Indian Ethos

Concept and Nature of Indian Ethos, Relevance for Management and Business, Role and Significance in Managerial Practices – Management Lessons from Indian Heritage Scriptures and Vedas, Management Lessons from Kautilya's Arthashastra; Ethics v/s Ethos; Indian Management v/s Western Management, Principles Practised by Indian Companies.

### **Unit 2: Work Ethos and Values (11 hours)**

Work Ethos: Meaning and Dimensions, Factors Responsible for Poor Work Ethos.

Values: Meaning, Significance of Value System in Work Culture, Values and Work Ethics, Relevance of Value Based Management, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society.

### **Unit 3: Indian Systems of Learning (11 hours)**

Learning: Meaning and Mechanisms, Gurukul System Vs. Modern System of Learning; Indian Model of Management including Laws of Karma and its relevance in business settings; Corporate Karma: Meaning and Guidelines for Good Corporate Karma.

### **Unit 4: Holistic Management System (11 hours)**

Self-Management: Personal growth and Lessons from Ancient Indian Education System; Personality Development: Meaning, Determinants, Indian Ethos and Personality Development; Workplace Spirituality - Spirituality in Management in Modern Era, Values of Spirituality at workplace; Holistic approach for managers in Decision Making.

### **Exercises:**

The learners are required to:

1. Identify ethical practices followed by Indian Companies such as Infosys and Tata.
2. Examine unethical practices in the corporate sector in recent times.
3. Apply workplace spirituality for personal development.
4. Relate the knowledge of Indian scriptures for creating positive work culture.
5. Craft a growth plan blending self-management, personality development, and workplace spirituality, guided by Ancient Indian teachings, to apply in their personal and professional decision-making.

### **Suggested Readings:**

- Al Gini, Case Studies in Business Ethics, 6th edition 2009, Pearson Education.
- Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House, 2009
- Chakraborty, S.K. Management by Values, 2009, Oxford University Press, New Delhi
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, 1998, Himalaya Publication House, Delhi
- Chhabra, T.N., Values and Ethics in Business, 2011, Sun India Publications, New Delhi
- Fernando, A.C., Business Ethics: An Indian Perspective, 2009, Pearson Education, New Delhi

- Joseph Des Jardins, An Introduction to Business Ethics, 2009, Tata Mc Graw Hill
- Khandelwal NK, Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
- Mahadevan,B. Vinayak, Rajat Bhat & Nagendra P R. N. Introduction to Indian Knowledge System: Concepts and Applications PHI Learning
- Nandagopal, R., Sankar, A. R. N. Indian Ethics and Values in Management, 2010, Tata Mc Graw Hill
- Chakraborty, S. K. Ethics in Management-Vedantic Approach, New Delhi, 1997, Oxford India Ltd.
- Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- Sharlekar, S.A. & Sharlekar, V.S. Modern Business Organisation and Management. Himalaya Publishing House.
- Velasquez, Business Ethics,Concepts& Cases, 6th edition, 2009, PHI

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**



## Generic Elective Course- 7.2 (GE-7.2): People 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		
People Management: GE-7.2	4	3	1	0	Pass in Class XII	NIL

### People Management

#### BCH: GE- 7.2

#### Learning Objectives:

The course aims to provide an overview to the learners of what it means to be an effective people manager. The programme is designed in such a manner so that the learners can develop leadership and communication skills and manage people in an Organisation effectively.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Perform meditation techniques (Brain stilling exercise) for mind management
2. Create a personal development plan for oneself
3. Demonstrate decision making skills and prepare Time Management framework in real life situations
4. Analyse the applicability of People First Strategy in an Organisation.
5. Demonstrate team building skills and leadership qualities
6. Conduct team evaluation and assessment.
7. Demonstrate skills to resolve conflicts in an Organisation and lead teams.

#### Course Contents:

##### Unit 1: Managing and Evaluating Oneself (11 hours)

Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making - steps, Managing your Manager, Evaluating and building a personal development plan for oneself.

**Unit 2: Managing and Motivating Others (11 hours)** Basics of People Management and its significance, Difference between People Management and Human Resource Management;

impact of individual and Organisational factors on people management, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases.

### **Unit 3: Building Team and leading people (15 hours)**

#### **Part A: Building Team and Peer Networks**

Team Building Process, Managing Diversity in Teams, Competency mapping, Team Roles, Team Identity, Team Charter, Team Performance, Managing Behaviour of people in groups, 360 Degree Feedback as a Development tool. Group Dynamics, Challenges of getting work done; Significance of prioritization and assigning work to team members, Importance of peer networks in an Organisation.

#### **Part B: Leading People & Resolving Conflicts**

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process. Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation, Problem solving and quality improvement process.

### **Unit 4: Managing Evaluation and Assessment (8 hours)**

Managing Performance, Appraisal methods, Role Reviews and performance management, Dealing with Poor Performers, Agreeing Performance Targets, Negative Feedback, Performance Management System, 360 Degree Feedback as a Performance Appraisal Tool.

#### **Exercises:**

The learners are required to:

1. Practice of meditation techniques (brain stilling exercise) for mind management.
2. Build a personal development plan for themselves.
3. Prepare time management framework for themselves.
4. Participate in simulation exercise on preparing a workload plan in an organisation based on a case study.
5. Participate in role play on active listening in an organisation.
6. Participate in role play for developing intrinsic motivation amongst other people.
7. Discuss case study of hcl on employee first customer second by vinit nayar.
8. Discuss case studies of organisations where people first strategy is being used.
9. Conduct competency mapping of learners of the class.
10. Conduct 360-degree feedback-role play and tips for development amongst the learners of the class.
11. Participate in simulation activity wherein learners are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.

12. Perform a role play on 360-degree appraisal in groups (as formed in previous activity) assessing the performance of each member of the group.
13. Discuss and analyse case study on high performing organisational culture.
14. Discuss and analyse case study on high performing organisational climate.
15. Discuss and analyse case study on Leadership.

**Suggested Readings:**

- Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

## CREDIT 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		
<b>E-Commerce : GE-7.3</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII</b>	<b>NIL</b>

### E-Commerce

### BC: GE- 7.3

#### Learning Objectives:

The course aims to enhance skills for effective and contemporary applications of E-Commerce.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Describe the challenging needs of the society in the field of E-Commerce.
2. Identify various applications in the context of online transactions.
3. Explain the steps in designing a website.
4. Describe various e-payment systems.
5. Analyse security and operational issues in E-Commerce.

#### Course contents:

#### Unit 1: Introduction to E-Commerce (13 hours)

Concepts and significance of E-Commerce; E-Commerce business models; design and launch of E-Commerce website; functions of Ecommerce; types of E-Commerce.

E-Commerce Applications: Internet Banking, Insurance, payment of utility bills and Online Shopping.

#### Unit 2: Website Designing and Publishing (18 hours)

Pre-requisites: URLs and Internet-Protocols, Internet Service Protocols (ISP), World Wide Web (www); Domain Name System (DNS).

Introduction to HTML tags and attributes: Text formatting, fonts, hypertext links, tables, images, lists, forms, cascading style sheets.

#### Unit 3: E-Payment System (7 hours)

E-payment Methods- debit card, credit card, smart cards, E-Wallets; payment gateways; Electronic Fund Transfer; Emerging modes and systems of E-payment (M-Paisa, PayPal and other digital currency), UPI Apps, Aadhar-Enabled Payment Systems, BHIM App.

#### **Unit 4: Security and Operational Aspects of E-Commerce (7 hours)**

E-Commerce security: meaning and Issues; technology solutions- encryption, security channels of communication, protecting networks, servers and clients.

Operational Issues: complaints handling and building customer relationships.

#### **Exercises:**

The learners are required to:

- Design a web page in Notepad and HTML.
- Help others to learn the use of e-wallet, e-payment. Prepare a report on the skills used by them to help others learn.
- Design their own webpage, highlighting their strengths, weaknesses, and prepare their CV. Use the link in their CV while applying for the job.
- Use the internet banking facility to buy a product from any online website.
- Open internet banking account and operate it.
- Create their own youtube channel and post one video on awareness of cyber security and crime.

#### **Suggested Readings:**

- Arora, S. (2017). E-Commerce. 1st Edition. New Delhi: Taxmann.
- Awad, E. M. (2002). Electronic Commerce: From Vision to Fulfillment. New Delhi: Pearson, UBS Publisher & Distributors.
- Chhabra, T.N., Jain, H. C., and Jain, A. (2006). An Introduction to HTML. New Delhi: Dhanpat Rai & Co.
- Gupta, P. (2020). E-Commerce In India: Economic And Legal Perspectives. New Delhi: Sage Publications.
- Loudon, K. C. and Traver, C. G. (2021). E-commerce: Business, Technology and Society. Noida, India: Pearson Education.
- Madan, S. (2013). E-Commerce. India: Scholar Tech Press.
- Mathur, S. (2020). E-Commerce. New Delhi: Pinnacle Learning.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

**Generic Elective Course- 7.6(GE-7.6): Statistics for Business Management**

**\* Student can study this paper only if they have not studied Statistics papers in their**

DSC, DSE or GE

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Statistics for Business Management  GE:7.4	4	3	1	0	Pass in XII	NIL

**Learning Objectives**

The course aims to develop amongst the learners the ability to understand the concepts of statistics and apply them in business situations by summarizing, analysing and interpreting quantitative information.

**Learning outcomes**

After completion of the course, learners will be able to:

1. Analyse the basics of statistics and its contribution in the ancient to modern era.
2. Interpret and explain various descriptive properties of statistical data.
3. Identify probability rules, concepts relating to random variables, and answer questions in the context of business using statistical decision theory.
4. Analyse the underlying relationship between variables and perform predictive analysis using regression models.
5. Evaluate the trends and tendencies over a period through time series analysis.
6. Apply index numbers to real life situations.
7. Create decision trees to analyse business decision problems.

**Course Contents**

**Unit 1: Introduction to Statistics (9 hours)**

Meaning and scope of statistics, Collection of data, classification and tabulation, diagrammatic and graphical representation.

Ancient Indian Contributions to Statistics, Indian Statistical Heritage in Modern Times, Integration of Indian Knowledge System with Modern Statistics.

**Unit 2: Descriptive Statistics (9 hours)**

Measures of Central Tendency: Concept and properties of averages including Arithmetic mean, Median and Mode. Measures of Dispersion: An overview of Range, Quartile Deviation and Mean Deviation; Standard deviation; Variance and Coefficient of variation. Computation and significance of Skewness.

### **Unit 3: Probability and Statistical Decision Theory (9 hours)**

Probability: Theory and approaches to probability; Probability Theorems: Addition and Multiplication; Conditional probability and Bayes' Theorem. Expectation and variance of a random variable.

Statistical Decision Theory: Ingredients of decision problem, Probabilistic criterion for decision making under risk or uncertainty, Non-probabilistic criterion for decision-making under risk or uncertainty, Decision Tree Analysis.

### **Unit 4: Statistical Analysis**

#### **Part A: Simple Correlation and Regression Analysis (9 hours)**

Correlation Analysis: Meaning and types of Correlation; Correlation Vs Causation; Pearson's coefficient of correlation (computation and properties); Rank correlation.

Regression Analysis: Principle of least squares and regression lines; Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients

#### **Part B: Time Series Analysis and Index Numbers (9 hours)**

Time Series: Components of time series; Additive and Multiplicative models. Trend analysis; Fitting of linear trend using principle of least squares. Shifting of Origin and Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa.

Index Numbers: Meaning and uses of index numbers. Construction of Index numbers: Methods of Laspeyres, Paasche and Fisher's Ideal index. Construction and Utility of Consumer Price Indices; BSE SENSEX, and NSE NIFTY.

### **Exercises**

The learners are required to

1. Observe and apply the concepts of statistics in real life situations.
2. Practice basic calculations in statistics using spreadsheets and try to use it for solving subject related assignments.
3. Conduct a small primary research/survey in groups and analyse the data. (Examples: Buying behaviour, Motivation, Stress, Brand aspects, Sales Projections, Impact of advertisements etc).
4. Conduct a statistical experiment to estimate the probability of any event occurring in future.
5. Analyse the relationship between different factors affecting the demand for any product and make predictions using regression analysis.
6. Analyse the price movement in any equity stock using trend analysis and construct a hypothetical index that is representative of large cap stocks listed on NSE.
7. Create a decision tree to solve a simple problem such as deciding what to wear based on the weather.

### **Essential/ Recommended readings**

- Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2023). Statistics for Business & Economics, Cengage Learning India Pvt. Ltd.
- Douglas, A. L., William, G. M., & Samuel, A. W. (2024). Basic Statistics for Business & Economics. Mc-Graw-Hill Education.



- Gupta, S. C. & Gupta, I. (2022). Business Statistics, Himalaya Publishing House.
- Gupta, S. P. (2021). Statistical Methods. Sultan Chand & Sons.
- Levine, D. M., Szabat, K. A., Stephan, D. F., & Viswanathan, P. K. (2023). Business Statistics – A First Course. Pearson Education India.
- Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2017). Statistics for Management. Pearson Education.
- Thukral, J. K. (2024). Business Statistics, JKT Publications.
- Tulsian, P.C., Tulsian, B., & Tulsian, T. (2023). Business Statistics – A Self-study Textbook. S. Chand & Company Ltd.
- Vohra, N. D. (2021). Business Statistics. McGraw Hill India.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

### Generic Elective Course- 8.1 (GE-8.1): Workplace Diversity

#### **CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title	Credits	Credit distribution of the	Eligibility	Pre-requisite
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& Code		course			criteria	of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>Workplace Diversity: GE- 8.1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII</b>	<b>NIL</b>

### **Workplace Diversity**

#### **BCH: GE- 8.1**

#### **Learning Objectives:**

The course aims to provide up-to-date knowledge about the new realities of the workforce and understanding of impact of diversity on various human resource functions and dynamics of team diversity, ability to critically examine organisational culture and its various aspects so as to get a better understanding of individual differences in the organisation and knowledge of various strategies through which diversity can be managed so as to increase the effectiveness of the organisations.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Apply the skills to manage the diversity at the workplace.
2. Analyse the individual differences at the workplace.
3. Describe the various dimensions of diversity and how these differences impact the interpersonal relationships of the individuals.
4. Compare and use tools of diversity management.
5. Analyse the recent trends and development in diversity management.

#### **Course Contents:**

##### **Unit 1: Diversity- An Overview (6 hours)**

Diversity-concept & meaning, Types & Dimensions of Diversity, concept & significance of Diversity management, Drivers for diversity management, Diversity issues & challenges.

##### **Unit 2: Workplace Diversity (12 hours)**

Meaning & significance, Diversity & inclusion at workplace, Impact of Workforce diversity on HR functions, Workforce Diversity – Key to organisational Performance, Role of Diversity as a Determinant of Sustainable Competitive Advantage, Diversity in interpersonal relationships and cross-cultural communication, Team Diversity.

##### **Unit 3: Cultural Diversity (9 hours)**

Organisational Culture: meaning & significance, values and ethics of global work culture-task related, individual & interpersonal values, Diversity in Organisational Culture, Culture as a multi-level dynamic construct, Complexity & challenges in global Organisations.

##### **Unit 4: Managing workplace Diversity (12 hours)**

Diversity Management, Approaches to Diversity management- Colour-blind approach, multicultural approach, All- inclusive multiculturalism, organisational Strategies for Managing Workplace Diversity – Workplace Inclusion, Strategies through Corporate Leadership, Diversity Training and Mentoring, Employee Resource Groups, corporate social responsibility & initiatives Flexible work programs.

### **Unit 5: Recent Trends and Developments (6 hours)**

Diversity & multiculturalism Global Workplace Diversity management, Recent trends of workplace diversity: Role of Technology in managing diversity, Diversity and innovation. Ethical & Legal issues in managing diversity.

#### **Exercises:**

The learners are required to:

1. Identify the diverse composition of workforce of organisations in situated in India.
2. Identify the practices adopted by organisations in India to manage their diverse workforce.
3. Examine the inclusive strategies adopted by Indian organisations to manage their diverse workforce.
4. Compare the tools of diversity management used by various organisations.
5. Analyse the recent trends and development in diversity management.

#### **Suggested Readings:**

- De Anca, C., & Vega, A. V. (2016). Managing diversity in the global organisation: Creating new Business values. Springer.
- Kirton, G., & Greene, A. M. (2021). The Dynamics of Managing Diversity and Inclusion: A Critical Approach. Routledge.
- Klarsfeld, A., Booysen, L. A., Ng, E., Tatli, A., & Roper, I. (2014). International handbook on diversity management at work: country perspectives on diversity and equal treatment. Edward Elgar Publishing.
- Konrad, A. M., Prasad, P., & Pringle, J. (Eds.). (2005). Handbook of workplace diversity. Sage.
- Machado, C., & Davim, J. P. (2017). Managing organisational Diversity. Springer International Publishing.
- Moss, G. (2012). Lessons on profiting from diversity. In Lessons on profiting from diversity (pp. 1-18). Palgrave Macmillan, London.
- Nkomo, S. M. (1997). Managing diversity: Human resource strategies for transforming the workplace.
- Schwabenland, C. (2012). Metaphor and dialectic in managing diversity. Palgrave Macmillan.
- Triana, M. (2017). Managing diversity in organisations: A global perspective. Routledge.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**



## Generic Elective Course- 8.2 (GE-8.2): 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 (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>Risk Management: GE-8.2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Pass in Class XII with Mathematics/Accountancy</b>	<b>NIL</b>

#### Risk Management

#### BCH: GE- 8.2

#### Learning Objectives:

The course aims to provide knowledge and an insight into the spectrum of risks faced by businesses and to learn the techniques of managing risks.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Explain the types of risk in business.
2. Identify and evaluate business risk.
3. Evaluate various techniques of managing business risk.
4. Perform quantitative analysis of business risk.
5. Analyse financial leverage and credit risk.

#### Course Contents:

##### Unit 1: Introduction (5 hours)

Concept and meaning of Risk, Risk and Uncertainty, Classification of Risks, Dynamic Nature of Risks, Types of Risk, including Systematic and Unsystematic Risk, Strategic and Operational Risks, Business Risk, Financial Risk. Information Risk, Liquidity Risk.

##### Unit 2: Business Risks Measurement and Risk Management (18 hours)

Identification and Sources of Risk, Various methodologies for measuring Business Risk, Impact of Business Risk on different stakeholders of business concern, Role of Risk Manager and Risk Committee in identifying and diversifying risk.

Risk Management- concept, objectives and importance; Process of Risk Management, Risk Management techniques, managing risk through diversification, Strategy of transferring the risk through re-insurance, underwriting and factoring etc.

### **Unit 3: Quantitative Analysis (11 hours)**

Population and Sample Analysis, Bayesian analysis, Statistical inference and hypothesis testing, EWMA and GARCH Model, Volatility, Artificial Intelligence and Business Analytics, Risk model- VAR, Stress Testing, Scenario Analysis. Analysis with the help of relevant software.

### **Unit 4: Credit Risk Measurement and Financial Leverage (11 hours)**

Credit risk- concept, components, relevance, evaluation and reduction. Emerging sources of credit risk and their impact on business development, Credit Risk and Financial Leverage.

#### **Exercises:**

The learners are required to:

1. Recognise the types of risks faced by different businesses.
2. Discuss and evaluate various methodologies for measuring business risk.
3. Evaluate various techniques of managing business risk.
4. Perform quantitative analysis of business risk.
5. Analyse the credit risk of any firm.

#### **Suggested Readings:**

- Crouhy, M., Galai, D., & Mark, R. (2013). The Essentials of Risk Management. New York: McGraw-Hill Education.
- Hopkin, P. (2018). Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management. London: Kogan Page.
- Popli, G. S. & Gupta, S. Principles and Systems of Insurance. PHI Learning

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

## Generic Elective Course- 8.3 (GE-8.3 ): Collective Bargaining and Negotiation Skills

### CREDIT 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		
Collective Bargaining and Negotiation Skills: GE-8.3	4	3	1	0	Pass in Class XII	NIL

#### Collective Bargaining & Negotiation Skills

**BCH: GE- 8.3**

#### Learning Objectives:

The course aims to promote an understanding of theories and practical issues related to collective bargaining and to build awareness of managerial skills required for effectively negotiating with people.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Illustrate different theories of collective bargaining.
2. Analyse the practical aspects of collective bargaining process.
3. Evaluate types of negotiation and manage a negotiation process.
4. Demonstrate the vital skills during a negotiation process.
5. Recognise the importance of post negotiation process.

#### Course Contents:

##### Unit 1: Collective Bargaining (9 hours)

Concept and Characteristics of Collective Bargaining; Collective Bargaining and Stakeholders; Theories of Collective Bargaining: Hicks' Analysis of Wage Setting under Collective Bargaining, Conflict-choice model of negotiation, A Behavioural Theory of Labor Negotiation.

##### Unit 2: Collective Bargaining in India (9 hours)

Legal Framework of Collective Bargaining; Units and Levels of Collective Bargaining, Coverage and Duration of Agreements, International Collective Bargaining; Factors Influencing Bargaining Units and Levels; Subject Matters of Collective Bargaining; Hurdles in the Bargaining Process; Lobbying- Concept, Importance and relationship with collective bargaining.

### **Unit 3: Negotiation (18 hours)**

#### **Part A: Negotiating a Contract**

Meaning of Negotiations; Features and Elements of Negotiation; Types of Negotiations: Distributive, Integrative; Steps in Pre-negotiation phase of collective bargaining – Preparing the Charter of Demand(s), Creating the Bargaining Team, Submission of COD, Costing of Labor Contracts. Negotiation process: Preparing, Opening, Bargaining, Closing, PRAM Model.

#### **Part B: Negotiation Skills**

Negotiation process; Effective negotiation – Preparing for negotiation, Negotiating Integrative agreements; Negotiation and Collective Bargaining - Approaches and Phases in Collective Bargaining, Coalition and Fractional Bargaining, Impasse Resolution, Contract Ratification.

### **Unit 4: Post Negotiation Process (9 hours)**

Post-negotiation – Administration of the Agreement, Grievance Management, Binding up the Wounds. Distributive vs. Integrative Bargaining; Coalition and Fractional Bargaining; Post-negotiation - Grievance management. Emerging scenario in collective bargaining; Phases in collective bargaining.

#### **Exercises:**

The learners are required to:

1. Participate in an exercise wherein they will be divided into groups comprising of two teams i.e., trade union and management. Simulation exercise to be conducted in classroom on collective bargaining between both the teams (trade union and management).
2. Interpret and analyse case study on collective bargaining at nokia india; cummins india limited; honda motorcycle & scooter (india) private limited and similar organisations.
3. Participate in stimulation exercise in groups (created in previous unit) on preparation of charter of demands.
4. Conduct role play in the classroom to exhibit negotiation skills by learners in resolving conflicts between management and trade unions.
5. Participate in simulation exercise on preparing draft of grievance handling policy.
6. Interpret and analyse case study on grievance handling at Tata Steel Ltd. and similar organisations.



**Suggested Readings:**

- Kapoor, P. (2011). Counselling and Negotiation Skills for Managers. Delhi: Dreamtech Press.
- Lewicki, R., Barry, B., & Saunders, D. (2019). Negotiation. 7<sup>th</sup> Edition. New York: McGraw-Hill Education.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. S. (2017). Industrial Relations, Trade Unions and Labour Legislation. 3<sup>rd</sup> Edition. Delhi: Pearson Education.
- Venkataratnam, C. S., & Dhal, M. (2017). Industrial Relations. 2<sup>nd</sup> Edition. Delhi: OUP India.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**

## Generic Elective Course- 8.4 (GE-8.4): Legal Aspects 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 Aspects of Business  GE:8.4	4	3	1	0	Pass in XII	NIL

### Learning Objectives

To develop an understanding of the legal intricacies governing business entities, enabling strategic compliance, risk mitigation and ethically sound decision-making within a dynamic regulatory landscape.

### Learning outcomes

After completion of the course, learners will be able to:

1. Discuss contract law principles, including enforceability, modes of discharge, and legal remedies, to facilitate sound and legally compliant business transactions.
2. Interpret the legal principles governing special contracts
3. Comprehend and analyse the fundamental principles of company law, company formation, structure, governance, and regulatory compliance.
4. Develop a comprehensive understanding of company management, key roles, and the legal framework for conduct of valid meetings and resolutions.
5. Enable to form an LLP, its governance, and undertake compliance related to LLPs.

### Course Contents

#### Unit 1: The Indian Contract Act, 1872 (10 hours)

Contract – meaning, characteristics and kinds; Essentials of a valid contract - offer and acceptance, consideration, contractual capacity, free consent, the legality of objects; Void agreements; Quasi-contracts; Discharge and remedies for breach of contract.

#### Unit 2:

##### Part A: Introduction to Special Contracts (9 hours)

Contract of Indemnity - Definition and Rights of indemnity holder; Contract of Bailment – Definition, kinds of bailment, Rights and duties of Bailor and Bailee; Contract of Agency -

Definition, essentials; Principal Agent relationship; kinds of agent; creation of agency; Extent of agent's authority.

### **Part B: Introduction of the Companies Act, 2013 (9 hours)**

Definition of Company; Kinds of companies; Incorporation of company; Memorandum and Articles of Association; Prospectus - Shelf and Red herring prospectus, misstatement in prospectus; Allotment of Securities.

### **Unit 3: Company Management and Meetings (10 hours)**

Directors: Legal position, Disqualifications, Director Identification Number (DIN); Classification of directors; Appointment, Removal of directors; Powers and Duties; Key managerial personnel (KMP): Concept and types; Board Meetings; Shareholder's meetings: AGM and EGM; Convening and conduct of valid meetings; Resolutions.

### **Unit 4: The Limited Liability Partnership Act, 2008 (7 hours)**

Meaning and Nature of LLP; Difference between LLP and Partnership, LLP and Company; Incorporation of LLP; LLP Agreement; Partners and their Relations; Extent and limitation of liability of LLP and partners.

### **Exercises**

The learners are required to:

1. Identify the essential components of valid contracts present in rent agreements, sale deeds, and appointment letters commonly used in daily life.
2. Research and classify real-life examples of different types of agents (e.g., mercantile agents, brokers, commission agents, and del credere agents).
3. Fill out a dummy SPICe+ (Simplified Proforma for Incorporating Company Electronically) form for incorporating a company.
4. Identify the composition of the Board of Directors in a listed company from NSE/BSE and analyze their roles. Framework for drafting notice and agenda of a valid meeting.
5. Fill out a dummy FiLLiP (Form for Incorporation of LLP) on the MCA portal.

### **Essential/ Recommended readings**

- Chadha R. & Chadha, S., Company Law (2025) Scholar Tech Press, Delhi.
- Jagota R. Business Laws (2022), MKM Publishers Scholar Tech Press.
- Jagota, R. (2021) Corporate Laws, Taxmann Pvt Ltd, Delhi.
- Kuchhal M. C., & Kuchhal V., (2023) Business Legislation for Management, Vikas Publishing House Pvt. Ltd.
- Kuchhal, M. C. and Kuchhal, A. (2021) Company Law, Mahavir Publications.
- Padhi P. K. (2024) Legal Aspects of Business, PHI
- Sharma, J. P., & Kanojia, S., (2019) Business Laws, New Delhi. Bharat Law House Pvt. Ltd.
- Sharma, J.P. (2022) An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi.
- Sulphrey, M. M., & Basheer, AZ-HAR (2021) Laws for Business, 5th ed. PHI Learning
- Tulsian, P. C. (2017) Business Law. New Delhi. 3rd edition, Tata McGraw Hill.

### **Additional Readings**

- Arora, S. (2024) Business Laws. New Delhi. Taxmann.
- Das S. K. and Roy P. K. (2018) Business Laws, Oxford University Press.
- Das & Roy (2021) Company Laws Oxford University Press.
- Gower, LCB. Principles of Modern company Law, Stevens & Sons, London.
- Hanningan, Brenda. Company Law, Oxford University Press, U.K.
- Hicks, Andrew & Goo S.H. Cases and Material on Company Law, Oxford University Press.
- Sharma, J. P., & Kanojia S. (2015) Vyavsayik Sanniyam, Delhi University Hindi Cell. (For Hindi)
- Ramaiya, A. A Guide to Companies Act, LexisNexis, India.
- The Companies Act, 2013
- The Indian Contract Act, 1872.
- The Limited Liability Partnership Act, 2008.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**