

COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

GENERIC ELECTIVES (GE-7): FAMILY BUSINESS MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/Practic			
Family Business and Management (GE 7)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives

- To understand the nature and unique characteristics of family-owned businesses, and its role in the global economy.
- To develop a comprehensive understanding of the classic systems of family-owned enterprises.
- To understand the importance of governance structures in family-owned businesses.
- To utilize various tools and models, to diagnose family entanglements and improve family communication and dynamics.
- To develop a comprehensive understanding of succession planning in family-owned businesses.

Learning Outcomes

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

- Understand the nature, importance, and uniqueness of family-owned businesses and their classic systems. (Knowledge and Comprehension)
- Apply the systems approach to family interaction and identify the different governance systems necessary for the successful operation of a family enterprise. (Application)
- Analyze family dynamics using genograms and family messages, and identify family scripts and themes. (Analysis)
- Evaluate the readiness of the family, the business, and the social and cultural context for succession planning. (Evaluation)
- Synthesize the advice and frameworks presented for succession planning in family-owned businesses and develop a plan for continuity and culture change. (Synthesis)
- Create and propose strategies for building trust and commitment in great families in business, taking into account the emotional intelligence of the family members and the family cohesion and flexibility. (Creation)

SYLLABUS OF GE-7

Unit 1: Family-Owned Business

(12 Hours)

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

Unit 2: Diagnosing Family Entanglements

(12 Hours)

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

Unit 3: Family-Owned Business and Readiness

(12 Hours)

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

Unit 4: Succession Planning in Family-Owned Business

(9 Hours)

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

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

1. Leach, P. (2011). *Family Business: The Essentials*. Profile Books Ltd.
2. Dutta, S. (1997). *Family Business in India*. Sage Publications.

Suggestive Readings (latest edition of readings to be used)

1. DeVries, M. F. K., & Carlock, R. S. (2010). *Family Business on the Couch: A Psychological Perspective*. John Wiley & Sons.
2. Hall, A. (2012). *Family business dynamics: a role and identity-based perspective*. Edward Elgar Publishing.
3. Gimeno, A., Bualenas, G. and Coma-Cros, J. (2014). *Family Business Models*. Palgrave Macmillan.
4. De Pontet, S. B. (2017). *Transitioning from the Top: Personal Continuity Planning for the Retiring Family Business Leader*. Springer.
5. Liebowitz, B. (2011). *The family in business: The dynamics of the family-owned firm*. Business Expert Press.

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

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

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practical			
Financial Planning for Individuals(GE 8)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF GE-8

Unit 1: Basics of Personal Finance and Tax Planning (12 Hours)

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

Unit 2: Managing Insurance Needs (12 Hours)

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance

Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

Unit 3: Managing Investments

(12 Hours)

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

Unit 4: Investing in Real Estate and Retirement Planning

(9 Hours)

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

Essential/recommended readings (latest edition of readings will be used)

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

Suggestive readings (latest edition of readings to be used)

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

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

GENERIC ELECTIVES (GE-9) INTRODUCTION TO INTERNATIONAL BUSINESS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/Practic e			
Introduction to International Business (GE 9)	4	3	1	0	Class XII	Concepts of Marketing	Management Studies

Learning Objectives

- This course would introduce learners to international business and marketing environment
- Create awareness about emerging issues such as international expansion, outsourcing and sustainable development in the context of international business.

Learning Outcomes

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

- Interpret the processes of globalization and their impact on growth of international business.
- Inspect the changing dynamics of the diverse international business environment.
- Question the theoretical dimensions of international trade as well as the intervention measures adopted.
- Illustrate the forms of foreign direct investment and analyse benefits and costs of FDI.
- Reproduce awareness about emerging issues in international business such as outsourcing and sustainable development.

SYLLABUS OF GE 9

Unit 1: Introduction to International Business

(9 Hours)

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

Unit 2: International Trade

(12 Hours)

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

Unit 3: International Business Environment

(12 Hours)

Role of political and legal systems in international business; cultural environment of international business; implications of economic environment for international business. International Economic

Organisations: WTO- functions, structure and scope; World Bank and IMF.

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

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

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

1. Bennett, R. (2006). *International Business*. (1st edition). Pearson.
2. Cavusgil, T., Knight, G. and Riesenberger, J. (2007). *International Business: Strategy, Management and the New Realities*. (1st edition). Pearson India.
3. Hill, C.W.L and Jain, A.K. (2011). *International Business*. (1st edition). Tata McGraw Hill.

Suggestive readings (latest edition of readings to be used)

1. Salwan, P., Daniels, J.D., Radenbaugh, L.H. and Sullivan, D.P. (2016). *International Business*. (15th edition). Pearson Education.
2. Griffin, R.W. and Pustay, M.W. (2018). *International Business: A Managerial Perspective*. (4th edition). Prentice Hall.
3. Menipaz, E., Menipaz A. and Tripathi S.S. (2011). *International Business: Theory and Practice*. (1st edition). Sage Publications India Pvt. Ltd.

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GENERIC ELECTIVES (GE-10) PERSONAL SELLING

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Personal Selling (GE 10)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives

- To familiarize the learners with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.
- To equip learners with theories of selling, selling process and sales territory.

Learning Outcomes

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

- Understand the concept, importance and role of personal selling.
- Develop an in-depth understanding of various theories of selling.

- Analyse the concepts of the tools and techniques of the selling process.
- Enhance the awareness of the concept of Sales territory and procedures for setting up sales territory.

SYLLABUS OF GE-10

Unit 1: Personal Selling

(12 Hours)

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. Importance and role of Personal Selling, Building trust and Sales Ethics.

Unit 2: Theories of Selling

(9 Hours)

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, buying formula theory, Behavioural Equation Theory.

Unit 3: Selling Process

(15 Hours)

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up, Communication for Relationship Building.

Unit 4: Sales Territory

(9 Hours)

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

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

1. Futrell, M.C. (2013). *Fundamentals of Selling*. (13th Ed). McGraw Hill.
2. Still, R.R., Cundiff, W.E., & Govani, A.P.N. (2008). *Sales Management*. (5th Ed). Prentice Hall of India.
3. Futrell, M.C. (2012). *ABC's of Relationship Selling through Service*. (12th Ed). McGraw Hill Publications.

Suggestive Readings (latest edition of readings to be used)

1. Anderson, R.E. (1995) *Essentials of personal selling: the new professionalism*, Prentice Hall.

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GENERIC ELECTIVES (GE-11) BASICS OF HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical / Practice			
Basics of Human Resource Management (GE 11)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives

- To help the learners to develop an understanding of the concept and functions of human resource management.
- To explore the recent practices and trends in human resource management.

Learning Outcomes

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

- Understand the concept, functions and role of human resource management and explore the recent trends of human resource management.
- Develop an understanding of human resource management functions of recruitment and selection.
- Apply the concepts of HRM to develop training and development programs for employees.
- Enhance awareness of certain important issues in industrial relations.

SYLLABUS OF GE-11

Unit 1: Introduction to Human Resource Management (9 hours)

Introduction, Concept and Importance of Human Resource Management, Functions and Role of Human Resource Management; Globalization and its Impact on HR trends of Human Resource in India; Work life balance; Human Resource Information Systems; Overview of International HRM polycentric geocentric ethnocentric approaches.

Unit 2: Recruitment and Selection (12 hours)

Human Resource Planning, Need and process, HR Forecasting Techniques Skill inventories; Job analysis-Uses, methods, Job description & Job specifications; Recruitment: Factors affecting recruitment, internal & external sources; Selection process; Orientation: Concept and process.

Unit 3: Training and Development (12 hours)

Training: Concept, Training Process, Methods of training; Management development: Concept & Methods; Performance Management System: Concept, uses of performance appraisal, performance management methods; Career planning: Importance and stages. Compensation: Components of

pay, factors influencing compensation, steps in determining compensation, job evaluation; Incentives: Importance and types; Benefits: Need, types of benefits.

Unit 4: Industrial Relations (12 hours)

Introduction to Industrial Relations; Industrial disputes: concept, causes & machinery for settlement of disputes; Employee Grievances- concept, causes, grievance redressal procedure; Discipline- concept, aspects of discipline & disciplinary procedure; Collective bargaining: concept, process, problems, essentials of effective collective bargaining.

Practical component (if any) - NIL

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

1. Dessler, G., & Varrkey, B. (2005). *Human Resource Management, 15e*. Pearson Education India.
2. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). *Fundamentals of human resource management*. John Wiley & Sons.
3. Chhabra, T.N. (2009). *Human Resource Management Concept & Issues*. Dhanpat Rai and company.

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GENERIC ELECTIVES (GE-12) ETHICS AND GOVERNANCE IN BUSINESS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/Practic e			
Ethics and Governance in Business (GE 12)	4	3	1	0	Class XII	None	Management Studies

Learning Objectives

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

Learning Outcomes

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

- Understand the importance of ethics in day-to-day working of organizations.

- Discover the ethical issues and their management in various functional areas of business.
- Understand the significance of corporate governance in maintaining the ethical operation of organizations.
- Learn the regulatory and compliance framework of corporate governance.

SYLLABUS OF GE-12

Unit 1: Business Ethics

(9 hours)

Introduction, meaning of ethics, moral and ethics, types of business ethical issues, why ethical problems occur in business, ethical dilemmas in business; Normative theories – Egoism, Utilitarianism, Ethics of duty, Ethics of rights and justice, Virtue ethics and ethics of care; Gandhian Ethics and its relationship with normative theories.

Unit 2: Ethical Issues in Functional Areas of Business

(15 hours)

Finance: ethical issues in accounting, finance, banking, takeovers; Whistle blowing: kinds of whistle blowing, whistle blowing as morally prohibited, permitted and required, corporate disclosure; Insider trading.

HRM: Discrimination, affirmative action and reverse discrimination; Inclusion and preferential hiring; Sexual harassment.

Marketing: Green marketing; Product recalls; Ethics and Advertising.

Production: Safety and acceptable risk; Product safety and corporate liability; Green production..

Information technology : Cyber-crime; Privacy and internet ethics

Unit 3: Corporate Governance

(12 hours)

Concept, need to improve corporate governance standards, pillars of good governance; Role played by the Government as a regulator to improve corporate governance with reference to provisions introduced in the Companies Act. 2013; Board of Directors and their role in governance; Duties and responsibilities of auditors; Rights and privileges of shareholders, investor's problem and protection; Corporate governance rating process and parameters.

Unit 4: Corporate Governance Models and Committees

(9 hours)

Models of corporate governance; Committees on Corporate Governance: UK scenario (Cadbury Committee), US scenario (Sarbanes Oxley Act), OECD principles; Indian experience: An overview of recommendations of corporate governance committees in India - CII Code of Best Practices, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayan Murthy Committee, Kotak Committee, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with reference to composition and role of Board of Directors, and Role of independent directors

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

1. Fernando, A.C. (2010). *Business Ethics and Corporate Governance* (1st ed.). Pearson Education India. (Chapter 1, 2)
2. Velasquez, M. G. (2020). *Business Ethics- Concepts and Case* (8th ed.). Prentice Hall India. (Chapter 1, 2)
3. Fernando, A. C., & Muralidheeran, K. P. (2019). *Business Ethics: An Indian Perspective* (3rd ed.). Pearson Education India. (Chapter 1 to, 4; 9 to 12, 14,15,18))

4. Crane, A. & Matten, D. (2019) *Business Ethics* (5th ed.). Oxford. (Chapter 1, 7, 8)
5. Ghosh, B. N. (2017). *Business Ethics and Corporate Governance* (1st ed.). McGraw Hill. (Chapter 8, 9, 11)
6. DeGeorge, R. T. (2011) *Business Ethics* (7th ed.). Pearson. (Chapter 3, 4, 13 to 16)
7. Sharma, J. P. (2011). *Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals)*. India: Ane Books.
8. Stanwick, P., & Stanwick, S. (2015). *Understanding Business Ethics* (3rd ed.). Sage Publications. (Chapter 10)
9. Arnold, D. G., Beauchamp, T. L., & Bowie, N. E. (2014). *Ethical Theory and Business* (9th ed.). Pearson Education (Chapter 7)

Suggestive Readings (latest edition of readings to be used)

1. Davies, A. (2012). *Best Practices in Corporate Governance* (1st ed.). Gower.
2. Fernando, A.C., Satheesh E.K., & Muraleedharan, K. P. (2018). *Corporate Governance :Principles, Policies, and Practices* (3rd ed.). Pearson Education.
3. Muraleedharan, K. P., & Satheesh E.K. (2021). *Fernando's Business Ethics and Corporate Governance* (3rd ed.). Pearson Education.

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