

DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-1)

DSE 1: RETAIL MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

- Understand the concept and characteristics of retailing, emerging trends, and the evolution of the Indian retail industry.
- Gain knowledge about store location selection and store planning, including trading area analysis, site selection, store design and layout, and effective retail space management.
- Develop an understanding of retail marketing and merchandising, including retail marketing mix, advertising and sales promotion, CRM, buying organization formats and processes, merchandise planning, and pricing strategies.
- Acquire knowledge about the various elements/components of retail store operation, store administration, inventory management, customer service, store maintenance, and store security.

Learning Outcomes

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

- Describe the concept and characteristics of retailing and explain the emerging trends and evolution of the Indian retail industry.
- Analyze the characteristics of trading areas and evaluate different types of store locations based on the trading area analysis.
- Develop a retail marketing plan that includes the retail marketing mix, advertising and sales promotion strategies, store positioning, and CRM strategies.
- Formulate pricing objectives, strategies, and types of pricing based on external factors that impact a retail price strategy.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

SYLLABUS OF DSE 1

Unit 1: Introduction to Retailing and Retail Formats

(12 hours)

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

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

Unit 2: Choosing a Store Location and Store Planning (12 hours)

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

Unit 3: Retail Marketing (12 hours)

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

Unit 4: Merchandise Pricing and Retail Operations (9 hours)

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

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

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

Suggested Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-2)

DSE 2: MARKETING OF SERVICES

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Introduction to Services Marketing

(9 hours)

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

Unit 2: Relevance of Services

(12 hours)

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

Unit 3: Differentiating Services

(12 hours)

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

Unit 4: Quality and Strategies

(12 hours)

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

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

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

Suggested Readings (latest editions of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-3)

DSE 3: E COMMERCE

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 3

Unit 1: Introduction to E-Commerce: Business Models and Concepts (12 Hours)

E-Commerce: Meaning and Concept of e-Commerce, Brief history; Transition of e-Commerce in India; Advantages and Disadvantages of e-Commerce; IT act, 2000. E-Commerce models: B2B, B2C, C2C, C2B, G2C; Traditional vs e-retailing, Models of e-retailing; e-Services: Categories of e-services, Web-enabled services, matchmaking services.

Unit 2: Enabling Technologies for E-Commerce (9 Hours)

Technology in e-Commerce, The internet today and future, Networks and internets: communication switching, Internet protocol suite, IPv6, Search engines, software agents, Internet service provider, ISP policy in India, e-payment systems. Information selling on the web, E-entertainment

Unit 3: Basic Techniques for E-Commerce (12 hours)

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

Unit 4: E-Marketing

(12 Hours)

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

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

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

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DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-7)

DSE 7: CONSUMER BEHAVIOR

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 7

Unit 1: Introduction to Consumer Behavior

(6 Hours)

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

Unit 2: Internal Influences on Consumer Behavior

(15 Hours)

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self- consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit 3: External Influences on Consumer Behavior

(12 Hours)

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit 4: Consumer Decision Making Process

(12 Hours)

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

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

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

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

Essential/recommended Readings (latest edition of books will be used)

1. Schiffman, L. G., Wisenblit, J., & Kumar, S.R. (2018). Consumer Behaviour. 12th edition. Pearson Education.
2. Solomon, M. R., & Panda, T. K. (2020). *Consumer Behavior: Buying, Having, and Being*. 13th edition. Pearson Education.
3. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2016). *Consumer Behavior*. Cengage Learning.

Suggestive Readings (latest edition of books will be used)

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

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DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-8)

DSE 8: DIGITAL MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the concept of digital marketing and its real-world iterations.
- Analyze the innovative insights of digital marketing enabling a competitive edge.
- Understand the concept of mobile marketing.
- Identify and utilise various tools of digital marketing.

SYLLABUS OF DSE 8

Unit 1: Introduction to Digital Marketing

(9 Hours)

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

Unit 2: Social Media Marketing

(12 Hours)

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

Unit 3: Email and Mobile Marketing

(12 Hours)

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

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

Unit 4: Managing Digital Marketing

(12 Hours)

Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing.

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

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

Suggestive Readings (latest editions of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE – MARKETING (DSE-9)

DSE 9: CUSTOMER RELATIONSHIP MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 9

Unit 1: Introduction to Customer Relation Management (CRM) (12 Hours)

CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

Unit 2: CRM as a Business Strategy (12 Hours)

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

Unit 3: Technological Tools for CRM and Implementation (12 Hours)

Data Mining for CRM – Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation – step by step process.

Unit 4: CRM in Services (9 Hours)

Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present Future of CRM.

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

1. Sheth, N.J., Atul, P & Shainesh, G., (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications*. (Standard ed). Tata McGraw Hill.

Suggestive Readings (latest edition of readings to be used)

1. Kincaid, W.J., (2003). *Customer Relationship Management Getting it Right*, Prentice Hall Professional..
2. Mohamed, P.H. & Sagadevan, A., (2021). *Customer Relationship Management, A Step-by-Step*

Approach, Vikas Publishing House.

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

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

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

DSE 1: INDUSTRIAL RELATIONS

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 1

Unit 1: Industrial Relations

(12 hours)

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

Unit 2: Industrial Disputes

(9 hours)

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

Unit 3: Labour Turnover

(12 hours)

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

Unit 4: Collective Bargaining

(12 hours)

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

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

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

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

DSE 5: TRAINING AND MANAGEMENT DEVELOPMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the need and process of training need analysis in organizations.

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

SYLLABUS OF DSE 5

Unit 1: Training in Organizations and Training Need Analysis (9 hours)

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

Unit 2: Training Design and Evaluation (12 hours)

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit 3: Training Methods (12 hours)

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

Unit 4: Management Development (12 hours)

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

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

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

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

DSE 6: PERFORMANCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the concept and dynamics of performance appraisal and performance management.
- Appreciate the significance of implementing an on-going and thorough performance management system.
- To develop an understanding of various approaches to performance management.
- To be able to develop criteria and standards for performance management.
- To create and develop skills required for effective performance management.

SYLLABUS OF DSE 6

Unit 1: Basis of Performance Management

(9 hours)

Introduction: Concept, Philosophy, History from performance appraisal to performance development; Objectives of performance management system; Aligning Performance Management with Organizational Strategy, Values, and Goals.

Unit 2: Performance Management Practice

(15 hours)

Performance planning, Process and Documentation of Performance appraisal; The balanced Scorecard, Analyzing and assessing performance; Managing underperformance – problems and

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

Unit 3: Applications of Performance Management (15 hours)

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

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

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

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

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

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

DSE 7: HUMAN RESOURCE PLANNING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the meaning, need and importance of HRP, various techniques and effective HR planning.
- Understand the meaning objectives HRIS, steps in designing HRIS, trends in HRIS.
- Analyse the HRP Management process HRP evaluation.
- Evaluate the Strategic HRP, Mergers and Acquisition and its impact on HRP, Outsourcing and its impact on HRPs

SYLLABUS OF DSE 7

Unit 1: Fundamentals of Human Resource Planning (12 Hours)

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

Unit 2: Human Resource Information System (12 Hours)

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

Unit 3: HRP Practitioner and Evaluation (12 Hours)

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

Unit 4: Strategic Human Resource Planning (9 Hours)

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

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

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

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

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

DSE 8: TALENT AND COMPETENCY MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the concept of Talent Management , Talent Gap Approaches to fill gap, role of building Sustainable Competitive Advantage.
- Apply the potential and appropriateness of talent development strategies, policies, approaches and methods with reference to relevant contextual factors.

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

SYLLABUS OF DSE 8

Unit 1: Introduction to Talent Management

(9 Hours)

Meaning, Evolution, Scope, Significance, Benefits and Limitations of Talent Management, Principles of Talent Management, Sources of Talent Management, Attracting and Retaining Talent, Talent Management Grid, Talent Gap: Meaning and Approaches to Fill Gaps, Talent Value Chain, Role of HR in Talent Management, Role of Talent Management in Building Sustainable Competitive Advantage.

Unit 2: Talent Management System (TMS) and Strategies

(12 Hours)

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

Unit 3: Introduction to Competency

(12 Hours)

Competence and Competency: Concept, Types of Competencies, Benefits and Limitations of Implementing Competencies, Competency Model: Concept, Significance and Development of Competency Model, Personal Competency Framework, Iceberg Model, Lancaster Model of Competency, Transcultural Managerial Competencies, Validation of Competency Models.

Unit 4: Competency Management

(12 Hours)

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

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

1. Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley.
2. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business driven*. Pearson Education.
3. Padoshi, S. (2018). *Talent and Competency Management*. Himalaya Publishing House.
4. Berger, L.A. & Berger, D.R. (2018). *The Talent Management Hand Book*. Tata McGraw Hill.
5. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. Sage Books.

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

DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-1)

DSE 1: PROJECT APPRAISAL, FINANCING AND CONTROL

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the process of screening of ideas and carry out appraisal for Projects.
- Use Investment Evaluation Techniques for selection of Projects.
- Carry out Risk Analysis for business projects and identify alternative sources of financing.
- Understand the concept and application of Social Cost benefit Analysis
- Apply project control and management techniques for project success.

SYLLABUS OF DSE 1

Unit 1: Introduction to Projects and their Appraisal **(9 hours)**

Project Definition, Project Identification, Project Life Cycle, Project Stakeholder Analysis, Feasibility study. Types of Project Appraisal (Brief Overview): Market and Demand Analysis, Technical Appraisal, Financial Appraisal, Economic Appraisal, Managerial Appraisal, and Social Appraisal.

Unit 2: Financial Appraisal **(9 hours)**

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

Unit 3: Project Risk Analysis and Project Financing **(15 hours)**

Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree

Analysis. Strategies for Risk Management.

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

Unit 4: Social Appraisal and Aspects of Project Management (12 hours)

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

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

1. Chandra, Prasanna (2019). *Projects – Planning, Analysis, Selection, Financing, Implementation, and Review*. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2021). *Project Appraisal and Management*. Taxmann Publications.

Suggestive Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-2)

DSE 2: INSURANCE

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

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

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Insurance and Risk

(9 hours)

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

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

Unit 2: Insurance Principles & Risk Management

(12 hours)

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

Unit 3: Insurance Company Operations

(12 hours)

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

Unit 4: Important Aspects of Insurance Business Management

(12 hours)

Reinsurance – Definitions, Reasons for Reinsurance, Types of Reinsurance – Facultative & Treaty Reinsurance, Methods of Sharing Losses (Numerical Qs). Alternatives to Traditional Reinsurance – Securitization of Risk and Catastrophe Bonds. Insurance and Investments – Life Insurance Investments, Property and Casualty Insurance Investments. Rate Making – Concept, Objectives, Rate Making Methods (Numerical Qs) – Judgement, Class and Merit Rating Method. Coinsurance –

Nature, Purpose and Problems. Other Important Provisions – Pro Rata liability, Contribution by Equal Shares, and Primary and Excess Insurance.

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

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

Suggested Readings (latest edition of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-3)

DSE 3: FINANCIAL PLANNING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the fundamentals of Personal Financial Planning
- Learn the basics of managing personal tax liabilities
- Learn the basic concepts and underlying principles for Retirement Planning.
- Ascertain and choose appropriate insurance policies for managing personal risks.

- Evaluate various asset classes on the basis of risk-return and personal investment goals
- Create, maintain and grow personal investment portfolio

SYLLABUS OF DSE 3

Unit 1: Basics of Personal Finance and Tax Planning

(12 hours)

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

Unit 2: Managing Insurance Need

(12 hours)

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

Unit 3: Managing Investments

(12 hours)

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

Unit 4: Investing in Real Estate and Retirement Planning.

(9 hours)

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

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

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

Suggested Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-7)

DSE 7: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Remember the concepts of risk and return, bonds and their valuation, technical and fundamental analysis, asset pricing and risk return of portfolio.

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

SYLLABUS DSE 7

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

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

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

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

Unit 3: Portfolio Analysis and Management (12 Hours)

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

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

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

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

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

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

Suggestive Readings (latest edition of readings to be used)

1. Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management*, (6th edition), Pearson Education.
2. Ranganathan, M., & Madhumathi, R. (2006). *Investment Analysis and Portfolio Management*. Pearson Education.

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DISCIPLINE SPECIFIC ELECTIVE – FINANCE (DSE-8)

DSE 8: DIGITAL FINANCE

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

- Understand the nature of the digital revolution in finance

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

SYLLABUS OF DSE 8

Unit 1: Digital Transformation of Finance

(11 Hours)

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

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

Unit 2: Payment Systems

(11 Hours)

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

Unit 3: Crypto Assets and Blockchains

(12 Hours)

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

Unit 4: FinTech, Big Data Analytics and New Financial Business Models

(11 Hour)

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

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

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

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

Additional Readings (latest edition of readings to be used)

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

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

DSE 12: Behavioral Finance

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective(s):

- Introduce the students to the role of human behavior in financial decision making.
- Develop a comprehensive view of the psychological foundations and their applications to Corporate Finance and understanding investor behavior.

Learning Outcomes:

- To establish a strong foundation of the basic concepts of Behavioral Finance.
- To understand the psychological biases and heuristics which affect financial decision making.
- To understand the application of behavioral finance in Corporate Finance, Individual and Institutional Investor Trading Behavior.

Syllabus DSE

Unit 1: Foundation and Key Concepts

(9 Hours)

Introduction to Behavioural Finance – Overview, Evolution, Key Themes, and Applications. Traditional versus Behavioural Finance: Limits to Arbitrage – Market Efficiency, Fundamental Risk, Noise Trader Risk, Implementation Costs. Theoretical and Empirical underpinnings of Behavioral Finance – Prospect Theory, Framing Effects, Heuristics and Biases, and Affect Theory. Emotional Finance: Concept, Emotional Finance in Practice – Risk, Momentum, Bad News Anomaly, and Pension Provision. Introduction to Neurofinance.

Unit 2: Psychological Concepts and Behavioral Biases

(12 Hours)

Heuristics or Rules of Thumb, Disposition Effect, Prospect Theory and Behavioral Finance, Overconfidence, Representativeness Heuristics, Familiarity Bias, Limited Attention, Ambiguity aversion, Loss aversion, Framing, Self-deception, Mental Accounting, Self-control, Regret avoidance, Availability bias, Anchoring bias, Optimism and Wishful Thinking, Overreaction and Underreaction, Self-attribution, Endowment Effect, Herd Behavior, Hindsight bias, Winners' Curse, Cognitive Dissonance, Status Quo bias.

Unit 3: Behavioural Corporate Finance.

(12 Hours)

Financing Decisions: Financing Decisions of an Optimistic Manager, Financing Decisions of an Overconfident Manager, Trade-off Model: Incorporating Manager-Shareholder Conflicts, Trade-off Model: Incorporating Bondholder-Shareholder Conflicts. Capital

Budgeting and Other Investment Decisions: Effects of managerial overconfidence and optimism on the capital budgeting decisions, Factors Affecting the Impact of Managerial Biases. Dividend Policy Decisions: The Dividends Puzzle, Behavioral Biases as explanations for dividends, Theories of Investor Biases, Theories of Managerial Biases.

Unit 4: Investor Behavior

(12 Hours)

Individual Investor Trading: Rational Explanations, Behavioral Explanations; Aspects of Individual Investor Trading – Disposition Effect, Local Bias, Learning over Time; Implications of Individual Investor Trading – Asset Prices, Cost of Time. Individual Investor Portfolios: Biases and Diversification. Cognitive Abilities and Financial Decisions: Do Older Investors Make Better Investment Decisions? Cognitive Abilities and the Three Puzzles. Institutional Investors: Holding and Trades of Institutional Investment Managers, Capital Flows to Institutional Investors. Role of Culture in Finance: Impact of Culture on Firm and Investor Behavior. Social Interactions and Investing: Herding and Information Cascades.

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

1. Baker, H. K., & Nofsinger, J. R. (Eds.). (2010). Behavioral finance: investors, corporations, and markets (Vol. 6). John Wiley & Sons Publication.
2. Shleifer, Andrei. “Inefficient Markets-An Introduction to Behavioural Finance”. Oxford University Press.

Suggestive Readings (latest editions of readings to be used)

1. Thaler, Richard & Barberis, Nicholas. (2002) A Survey of Behavioral Finance, <http://dx.doi.org/10.2139/ssrn.327880>
2. Kahneman, Daniel & Tversky, Amos. (2000). “Choices, Values and Frames”. Cambridge University Press

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DSE 13: Microfinance

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Microfinance (DSE 13)	4	3	1	0	Class XII	Basics of Finance

Learning Objective:

- Develop a clear understanding of the role of Microfinance and Insurance in addressing the problem of poverty and income generating activities to the poor people.
- To understand microfinance concepts, functions, products and strategies

Learning Outcomes:

- Increase awareness and sensitivity towards the people at the bottom of the pyramid. Facts and figures regarding Poverty in India.
- Understand the need and relevance of Microfinance.
- Understand the role of Micro Finance Institutions for financial Inclusions.
- Understand the role of NGOs in implementing the Governments welfare policies.

Syllabus DSE 13

Unit 1: Introduction to Microfinance

(9 hours)

Background, evolution and Overview; Emerging trends in Micro finance; Poverty: Sources and Consequences of Poverty, Understanding the construct of Poverty Indices - The Human Poverty Index (HPI) developed by UN and Global Multidimensional Poverty Index (MPI), critical evaluation of India's position on the Poverty Index; Understanding of Human Development Index and Hunger Index.

Unit 2: Microfinance Models

(12 hours)

NABARD model, SIDBI model, SGSY model, Grameen Banking model, NMDFC model, Associations model, Community Banking Model, Credit unions etc. Strategic Issues in Microfinance: Significance of NGOs: their role and responsibilities; case studies.

Unit 3: Microfinance Institutions

(12 hours)

Eligibility, Regulations, types, Commercial Microfinance: Investing in Microfinance, Viability of MFIs, Risk management in Micro finance; Pricing of Micro-loans: issues and challenges; Strategic Issues in Microfinance, Role of RBI in Financial Inclusion.

Unit 4: Social Rating, Credit Rating of MFIs

(12 hours)

Social Rating, Credit Rating of MFIs and Impact assessment in Micro finance; Micro insurance: issues and challenges; MUDRA Yojana; PMJDY. Government's welfare

schemes for financial and social inclusions like Deendayal antyodaya yojana, Pradhan Mantri Garib Kalyan Yojana (PMGKY) (Case Studies)

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

1. Debadutta K panda, “Understanding Microfinance”, Wiley India
2. Indian Institutes of Banking and Finance, “Micro-finance Perspectives and Operations”, MacMillan India Ltd.
3. Beatriz Armendariz and Jonathan Morduch (2005), “*The Economics of Microfinance*”, Prentice-Hall of India Pvt. Ltd. Delhi.

Suggestive Readings (latest editions of readings to be used)

1. Joanna Ledgerwood, “*Microfinance Handbook*”: *an institutional and financial perspective*, The World Bank, Washington, D.C.
2. Malcolm Harper (2003), “*Practical Microfinance*” *training Guide for South Asia*, Vistaar Publication, New Delhi.

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 1)

GLOBAL MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 1

Unit 1: Introduction

(9 Hours)

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

Unit 2: International Variables

(12 Hours)

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Gender biases, Festivals, Buying Behaviour; PESTEL; Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

Unit 3; International Expansion

(12 Hours)

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

Unit 4: International Business

(12 Hours)

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

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

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

Suggestive Readings (latest editions of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 2)

GEOPOLITICS AND INTERNATIONAL TRADE

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 2

Unit 1: Introducing Geopolitics

(9 Hours)

Introduction to roots and theories, Geopolitical theories of land (Mackinder), sea (Mahan), air (deSeversky) and their contemporary applications, Geopolitical Agency-The concept of Geopolitics codes, Territorial Geopolitics –Shaky Foundations of the World Political Map, Global Geopolitical structure-Framing Agency, International Political Economy-Economics Geography and Globalisation. Network Geopolitics-Social Movements and Armed conflicts, Link between Geopolitics, economics and investments, Measuring Geopolitical risk.

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

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

Unit 3: India & South Asia (12 Hours)

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

Unit 4: Geopolitics of trade routes (12 Hours)

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

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

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

Suggestive Readings (latest edition of readings to be used)

1. Mi Park (2018). *The IMF and WTO: How does Geopolitics influence Global Finance and International Trade?*. (1st edition). Coal Harbour Publishing
2. Klement, Joachim. (2021). *Geo-Economics: The Interplay between Geopolitics, Economics, and Investments*. (1st edition). CFA Institute Research Foundation / Monograph.
3. Kumar, R. (2020). South Asia: Multilateral Trade Agreements and untapped regional trade integration. *International Journal of Finance & Economics*, 26(2), 2891–2903. doi:10.1002/ijfe.1941
4. Kumar, R. (2019). India & South Asia: Geopolitics, regional trade and economic growth spillovers. *The Journal of International Trade & Economic Development*, 29(1), 69–88. doi:10.1080/09638199.2019.1636121
5. Kumar, R. (2019b). India–china: Changing Bilateral Trade and its effect on economic growth. *The Singapore Economic Review*, 67(02), 567–586. doi:10.1142/s021759081950005x

6. Frandi, Nico. (2019). Paper prepared for the Istituto Affari Internazionali (IAI), May 2019. “WTO and geopolitical changes. Multilateralism and coalitions of members between crisis, adaptation to change and rebirth”, published in September 2018.
7. Reinsberg, B., Stubbs, T. & Kentikelenis, A. (2021). Compliance, Defiance, and the dependency trap: International monetary fund program interruptions and their impact on Capital Markets. *Regulation & Governance*, 16(4), 1022–1041. doi:10.1111/rego.12422
8. Iwanek, K. (2021, September). India Poised to Lose Influence in Afghanistan. *The Diplomat*. Retrieved from <https://thediplomat.com/2021/09/india-poised-to-lose-influence-in-afghanistan/>
9. Jamal, Umair. (2021, May). Treacherous Triangle: Afghanistan, India, and Pakistan After US Withdrawal. *The Diplomat*. Retrieved from <https://thediplomat.com/2021/05/treacherous-triangle-afghanistan-india-and-pakistan-after-us-withdrawal/>
10. Sood, Rakesh. (2021, November). Redefining India’s role in Afghanistan. ORF. Retrieved from <https://www.orfonline.org/research/redefining-indias-role-in-afghanistan/>
11. Chatterji, S. K. (2020, March 3). Afghanistan geo-strategically important for India; could be tapped for defence exports. *Financial Express*. Retrieved from <https://www.financialexpress.com/defence/afghanistan-geo-strategically-important-for-india-could-be-tapped-for-defence-exports/1887297/>
12. Kothari, Raj Kumar. (2020). India’s Strategic Interests In Central Asia. *World Affairs: The Journal of International Issues*, Vol. 24, No. 1 , pp. 100-117.
13. Rowden, Rick. (2020, December 18). India’s Strategic Interests in Central Asia and Afghanistan: Go through Iran. *New Lines Institute*. Retrieved from <https://newlinesinstitute.org/iran/indias-strategic-interests-in-central-asia-and-afghanistan-go-through-iran/>
14. Pant, H.V. and Deb, A. (2017). India-ASEAN Partnership at 25. *Observer Research Foundation (ORF) Issue Brief*, Issue No. 189. New Delhi, India

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-3)

INTERNATIONAL TRADE AND DOCUMENTATION

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 3

Unit 1: Introduction to International Trade

(9 Hours)

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

Unit 2: India's Foreign Trade

(12 Hours)

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

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

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

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

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

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

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

Suggestive Readings (latest editions of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE 7)

GLOBAL TRADE MANAGEMENT (BARRIERS AND BLOCS)

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 7

Unit 1: Global Business Environment

(9 Hours)

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

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

Unit 2: Globalization and Free Trade

(12 Hours)

Globalization: Meaning, Definition, Features, Advantages and Disadvantages. Challenges to global operations: Socio–Cultural, Political, Legal and Economic Implications. Globalization and India: GATT, WTO, Intellectual Property Rights, Industrial promotion schemes such as SEZs and Atmanirbhar Bharat, TRIPS Agreements, India's Trade Policy. Globalisation of Indian Businesses.

Concept of global free trade: role of global bodies such as WTO, IMF; ethical issues; biases and restrictions; global climate agreements; enforcement of global trade pacts and regulations; trade sanctions; preferential and non-preferential treatments

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

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

Unit 3: International Business Management

(9 Hours)

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

Challenges to international business operations and trade barriers.

Unit 4: Protectionism and Trade Barriers

(12 weeks)

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

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

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

Current scenario of trade barriers and protectionism.

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

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

Suggestive Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL MANAGEMENT (DSE 8)

GLOBAL SUPPLY CHAIN MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective

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

Learning Outcomes

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

- Define supply chain and its role in organisation.
- Analyse the significance of supply chain strategy in overall business.
- Explain the role of Marketing, Operations, Sourcing and Logistics in supply chain management.
- Evaluate different methods of forecasting and demand planning and maintaining inventory management.
- Analyse the importance of quality control through six-sigma and identify how it affects the sustainability in SCM.

SYLLABUS FOR DSE 8

Unit 1: SCM Strategies and Systems

(12 Hours)

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

Unit 2: Operations, Sourcing And Logistics

(12 Hours)

Customer-Driven Supply Chains, Delivering Value to Customers, Global channels of Distribution; International operations Management: Product Design, International Process Design, Facility Layout, Process Automation; International Sourcing: Sourcing and SCM, Measuring Sourcing Performance;

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

Unit 3: Forecasting and demand planning (12 Hours)

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

Unit 4: Sustainable Supply Chain Management (9 Hours)

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

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

1. Sanders, N.R. (2017). Supply Chain Management: A Global Perspective. Wiley.
2. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). Global Supply Chain and Operations Management. Springer.

Suggestive Readings (latest editions of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-9)

INTERNATIONAL EXPANSION STRATEGIES

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 9

Unit 1: Introduction

(6 Hours)

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

Unit 2: International Expansion Choices

(15 Hours)

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

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

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

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

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

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

Unit 3: International Expansion Strategies

(15 Hours)

Strategies: Distributor model; Licencing; Franchising; Joint Ventures; Strategic Alliances; Own Operations: Mergers, Acquisitions, Green-field and Brown-field expansion.

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

Unit 4: Realities of International Operations

(9 Hours)

Global competition: Product Development, E- Commerce, Pricing.

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

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

Managing Risks in International Business operations.

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

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

Suggestive Readings (latest editions of readings to be used)

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

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