

DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-5)

DSE 5: BRAND MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective

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

Learning Outcomes

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

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

SYLLABUS OF DSE 5

Unit 1: Introduction to Brand Management

(12 Hours)

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

Unit 2: Developing Brand Equity

(9 Hours)

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

Unit 3: Developing Brand Elements

(12 Hours)

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements - Brand name, Naming guidelines, Naming procedure, Awareness, Brand

Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & jingles, Packaging. Designing Marketing Programs to build Brand Equity: New perspectives on Marketing, Product Strategy, Pricing Strategy and Channel Strategy. Leveraging Secondary Brand Associations to build Brand Equity: Conceptualising the leveraging Concept, Company, Country of Origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsements, Sporting, Cultural and Other Events.

Unit 4: Managing Brand Overtime

(12 Hours)

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

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

1. Keller, K.L., Parameswaran, Ambi M.G., & Jacob, I. (2016). *Strategic Brand Management, Building, Measuring & Managing Brand Equity*. 4th edition. Pearson.
2. Verma, H. V. (2007). *Brand Management: Text and Cases*. 2nd edition. Excel Books India.
3. Sengupta, S. (2004). *Brand Positioning: Strategies for Competitive Advantage*. 2nd edition. McGrawHill Higher Education.

Suggestive Readings (latest edition of books to be used)

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

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-6)

DSE 6: SALES AND DISTRIBUTION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

- To understand the evolution of sales management and its importance in modern day business.
- To understand the overall sales management process and various theories of selling.
- To understand actual means of distribution and its management
- To understand and analyze the Logistics management

Learning Outcomes

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

- Differentiate and implement different types of personal selling and selling skills.
- Explain the sales management process and its various stages.
- Design a customer-oriented distribution channel.
- Manage channel member behavior and resolve channel conflict

SYLLABUS OF DSE 6

Unit 1

(9 Hours)

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

Unit 2

(12 Hours)

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

Unit 3

(12 Hours)

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

Unit 4

(12 Hours)

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

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

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

Suggestive Readings (latest edition of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-2)

DSE 2: RECRUITMENT AND SELECTION 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		
Recruitment and Selection Management (DSE 2)	4	3	1	0	Class XII	Basics of Management

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Introduction to Recruitment

(12 hours)

Work: Meaning, Evolution of Work Structure, Organizing and Logistics, Strategic Job Redesign, Role of HR in workforce planning and assessment, Recruitment: Concept, internal & external sources

with benefits and limitations, Factors affecting recruitment, Designing external job posting.

Unit 2: Introduction to Selection (12 Hours)

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

Unit 3: International approach to Recruitment and Selection (12 Hours)

International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation, Compensation of Expatriates.

Unit 4: Contemporary, Legal and Ethical Issues (9 Hours)

Contemporary issues in Recruitment and Selection, Legal Compliance and Ethical Considerations, Retention Strategies, E-recruitment and E-selection

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

1. O'Meara, B., & Petzall, S. (2013). *Handbook of Strategic Recruitment and Selection: A Systems Approach*. Emerald Group Publishing.
2. Picardi, C. A. (2019). *Recruitment and Selection: Strategies for Workforce Planning & Assessment*. Sage Publications.
3. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
4. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management*. Cengage Learning.

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DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-3)

DSE 3: WORKFORCE DIVERSITY

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

- To explore the concepts of workforce diversity and to enable learners to recognise its critical issues.
- To familiarize learners with strategies to manage diversity, relation between workforce diversity and human resource management.

Learning Outcomes

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

- Understand the core concepts of workforce diversity and its significance.
- Understand how to develop strategies to manage diversity through training and mentoring and other programs.
- Analyze the fundamentals of global workforce diversity and ethical and legal issues in managing diversity.
- Evaluate the relationship between workforce diversity and various functions of human resource management.

SYLLABUS OF DSE 3

Unit 1: Introduction of Workforce Diversity (12 hours)

Workforce diversity – Meaning, features, significance; Workforce diversity potential pros & cons, Managing Diversity, Reverse Discrimination, Raising cross cultural consciousness.

Unit 2: Strategies to Manage Diversity (9 hours)

Workplace Inclusion, Diversity through training and mentoring, Role of technology in Diversity, Diversity management programs, Leadership's role in leveraging diversity.

Unit 3: Global Workforce Diversity (12 hours)

Diversity and Multiculturalism, Leveraging diversity in global virtual teams, Developing global leaders: Utilising the intercultural effectiveness competencies model; Ethical and legal issues in managing diversity.

Unit 4: Workforce Diversity and HRM Functions (12 hours)

Recruitment and retaining diverse workforce, Diversity and performance management, Diversity and Work-life balance, Workforce diversity as a determinant of sustainable competitive advantage.

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

1. Dessler, G. (2013). *Fundamentals of Human Resource Management*. Pearson.
2. Scott, C. L., & Byrd, M. Y. (2012). *Handbook of Research on Workforce Diversity in a Global Society: Technologies and Concepts*. Business Science Reference/IGI Global.
3. Kossek, E. E., & Lobel, A. (1996). *Managing diversity*. Cambridge, Massachusetts: Blackwell Publishers.
4. Kossek, E. E., Lobel, S. A., & Brown, J. (2006). *Human resource strategies to manage workforce diversity*. *Handbook of workplace diversity*, 53-74.

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DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-4)

DSE 3: NEGOTIATIONS

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

- To provide insight into how to negotiate effectively by applying appropriate strategies and tactics to different negotiation situations.
- To facilitate the understanding of the numerous dynamics involved in the process of negotiation.

Learning Outcomes

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

- Understand the nature, process, types and tactics of negotiation.
- Understand and practice the communication skills and persuasion tactics necessary for effective negotiation, finding and using power in negotiation.
- Apply negotiation strategies to achieve goals without jeopardizing relationships.
- Apply negotiation concepts to build competence in handling multiparty negotiation, third-party negotiation and resolving impasse in negotiations.

SYLLABUS OF DSE 4

Unit 1: Negotiation Meaning and Styles (12 Hours)

Introduction; Nature and Scope; Foundations of Negotiation: Conflict and Its Management, Conflict Management through Negotiation, Fundamentals of Negotiation Preparations for Negotiation; Negotiation Process and Planning: Four Stages of Negotiation, PRAM Model of Negotiation, Key Steps in Planning for Negotiation; Distributive Negotiation: Bargaining situation, Positions Taken during Negotiation, Closing the Deal, Integrative Negotiation: Overview, Process, Factors for Successful Integrative Negotiation; Negotiation Tactics and Counter Tactics.

Unit 2: Negotiation Styles and Skills (12 Hours)

Negotiation Styles: Meaning, Types, Developing Effective Negotiating Style; Communication in Negotiation: Defining Communication, Kinesthetic Communication, Decoding Communication for Negotiation; Persuasion in Negotiations: Theory and Tactics; Perception and Cognition: Perceptual Distortion, Cognitive Biases in Negotiation, Managing misperception and cognitive biases in negotiation; Finding and Using Power in Negotiation: Importance, Definition, Sources of Power; Negotiation Ethics.

Unit 3: Relationships in Negotiation**(12 Hours)**

Challenges, Role of Trust, Reputation and Justice in managing Negotiation within Relationships; Repairing a Relationship; Influence of Culture and Gender on Negotiations: Meaning of Culture, Norms and Values, Negotiation Issues Sensitive to Culture, Culturally Responsive Negotiation Strategies; Gender Differences in Negotiation; Negotiation Via Information Technology: Place – Time Model of Social Interaction, Effects on Social Behavior, Strategies for enhancing Technology – Mediated Negotiations.

Unit 4: Multiple Parties, Groups and Teams in Negotiation**(9 Hours)**

Analysing Multiparty Negotiation, Coalitions, Principal-Agent Negotiations, Constituent Relationships, Team Negotiation, Intergroup Negotiation; Third-party Negotiation: Conciliation, Mediation, Arbitration, Collective Bargaining, Qualities of a Mediator; Resolving Impasse in Negotiations: Barriers in Negotiation, Causes and Sources of Impasses, Overcoming Barriers, Overcoming Impasses, Alternative Dispute Resolution (ADR).

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

1. Lewicki, R. J., Barry, B., & Saunders, D. M. (2016). *Essentials of negotiation*. New York: McGraw-Hill Education.
2. Rai, H. (2018). *Negotiation*. McGraw Hill Education.
3. Thompson, L. L. (2012). *The mind and heart of the negotiator*. Pearson.
4. Korobkin, R. (2014). *Negotiation Theory and Strategy*, Aspen Publishing.

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DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-4)
DSE 4: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING
Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Mergers Acquisitions and Corporate Restructuring (DSE 4)	4	3	1	0	Class XII	Basics of Accounting and finance

Learning Objectives

- To provide an understanding of the corporate restructuring, mergers and acquisitions.
- To acquaint the learners with the basic methods of valuation, methods of payment and financing options available at the global level.

Learning Outcomes

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

- Understand the concept and importance of corporate restructuring for growth.
- Recognize opportunities for creating value through Mergers and Acquisitions.
- Illustrate and apply methods used in the valuation of a firm for M&A analysis.
- Understand the legal and the regulatory framework for Mergers and Acquisitions.

SYLLABUS OF DSE 4

Unit 1: Corporate Restructuring – An Overview (11 Hours)

Concept and importance of corporate restructuring, various forms of restructuring: joint ventures (types), Strategic alliance (types), Merger (types), Acquisition (types), Consolidation, Divestiture, Demerger (Spin-off, Split-up, Split-off), Equity carve-out, Management buyout, Leveraged buyout, Buyback of securities, ESOP.

Unit 2: Merger & Acquisition (12 Hour)

Motives behind M&A, theories of M&A, process of M&A. Fast track merger. Cross border M&A concept, benefits & difficulties. Due diligence process. Methods of payment and financing options in M&A. Takeover defense tactics. Reasons for failure of M&A.

Unit 3: Deal Valuation and Evaluation (11 Hour)

Methods of valuation; cash flow approaches, economic value added (EVA) (with numerical), sensitivity analysis (with numerical), Valuation for slump sale, valuation of synergy (with numerical), cost-benefit analysis and swap ratio determination (with numerical).

Unit 4: Legal and Regulatory Framework of M&A (11 Hour)

Provisions of Companies Act 2013, SEBI Takeover Code 2011, Provisions of Competition Act 2002.

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

1. Weston, F., Chung, Kwang S. and Siu, Jon A. (1998). *Takeovers, Restructuring and Corporate Governance*. Pearson Education.
2. Gupta, M. (2010). *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing.
3. Sundarsanam. (2006). *Creating Value from Mergers and Acquisitions* (1st edition). Pearson Education.
4. Ramanujan. S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*. McGraw Hill.
5. Narayankar, R. (2013). *Merger and Acquisitions Corporate Restructuring, Strategy and Practices* (2nd edition). International Book House Pvt. Ltd.

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DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-5)

DSE 5: INVESTMENT BANKING AND FINANCIAL SERVICES

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Investment Banking and Financial Services (DSE 5)	4	3	1	0	Class XII	Basic knowledge of finance

Learning Objectives

- To provide understanding of different aspects of Investment banking and financial services.
- To acquaint the learners about Issue Management of stocks in primary market and role of secondary market and its process
- To acquaint the learners with the basic concept of Leasing, Hire Purchase, Factoring and Forfeiting, Insurance, Credit Rating, Securitization and Venture Capital Financing, Mergers and acquisition
- To know the guidelines of regulatory bodies like IRDA, SEBI on issue management and insurance.

Learning Outcomes

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

- Understand the importance and relevance of Investment Bankers in any Financial System.
- Evaluate the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- Remember and use the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.
- Apply the role and functions of Investment bankers present under the legal framework of SEBI.

SYLLABUS OF DSE 5

Unit 1: Introduction to Investment Banking

(11 Hours)

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.

Unit 2: Issue Management

(11 Hours)

Issue Management: Public Issue, classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process; Green Shoe Option; Right Issue: promoter's contribution, minimum

subscription, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

Unit 3: Financial Services 1

(12 Hours)

Leasing: Concepts of leasing, types of leasing, financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems from Lessee's angle. Hire Purchase: Interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, numerical problems on of Hire purchase for decision making. Factoring and Forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, floating vs. fixed rate.

Unit 4: Financial Services 2

(11 Hours)

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India. Credit Rating Agencies: Role and Mechanism, Private Equity. Mergers and Acquisitions – Introduction of mergers and acquisitions, benefits of mergers, Role of Investment bankers in merger, procedure and theories of mergers, acquisitions and takeovers in India, anti-takeover strategies.

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

1. Khan, M. Y. (2013). *Financial services* (7th ed). McGraw-Hill Education.
2. Machiraju, H. R. (2002). *Indian financial system*. Vikas Publication House.

Suggestive Readings (latest edition of readings to be used)

1. Verma, J. C. (1996). *Bharat's manual of merchant banking: Concept, practices and procedures with SEBI clarifications*. Bharat Law House.
2. Sriram, K. *Hand book of leasing, hire purchase and factoring*. ICFAI.

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DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-6)

DSE 6: EARNINGS MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Earnings Management (DSE 6)	4	3	1	0	Class XII	Basic knowledge Accounting

Learning Objectives

To equip the learners with the analytical skills, and competencies to address earnings management issues in organisations.

To acquaint the learners with the core concepts of accounting analytics and via hands-on exercises, build skills and competencies around the management, analysis and representation of data.

Learning Outcomes

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

- Remember the analysis of a company to identify the sources of its competitive advantage (or red flags of potential trouble), and then use that information to forecast its future financial statements.
- Understand the process of earnings management and get a more accurate picture of earnings, so that they can catch the culprits of manipulated financial reporting.
- Apply the knowledge of a very strong tool that will help to red flag the financial statements that may have been manipulated by the managers.
- Understand and Analyze Non-Financial Metrics to set performance targets for optimal financial performance.

SYLLABUS OF DSE 6

Unit 1: Ratios and Forecasting

(11 Hours)

Review financial statements and sources of financial statement information. The company's strategy and business model. Ratio analysis – short term solvency ratios, long term solvency ratios, turnover ratios and profitability ratios (Historical ratio analysis of real companies using Excel). Du-Pont analysis. How to use all the ratios, to forecast future financial statements? Accounting based valuation.

Unit 2: Earnings Management

(12 Hours)

Overview of earnings management: Means, motive, opportunity, how managers actually make their earnings look better, their incentives for manipulating earnings, and how they get away with it. Revenue recognition red flags: revenue before cash collection. Revenue recognition red flags: revenue

after cash collection. Expense recognition red flags: capitalizing vs. expensing. Expense recognition red flags: Reserve Accounts and write-offs.

Unit 3: Big Data and Prediction Models (11 Hours)

Overview: Big Data and Prediction Models. Discretionary Accruals Models: Model the Non-Cash portion of Earnings or Accruals. Discretionary expenditure Models: Model the Cash Portion of Earnings. Fraud Prediction Models and Benford's Law.

Unit 4: Non-Financial Metrics and Financial Performance (11 Hours)

Introduction: Connecting numbers to non-financial performance measures. Linking non-financial metrics to financial performance: Overview and steps. Targets setting, incorporation of analysis results in financial models and how to use analytics to choose action plans.

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

1. Diri, M.E. (2017). *Introduction to Earnings Management*. Springer.
2. Richardson, V.J., Teeter, R.A., Terrel, K.L. and Mohapatra, P.S. (2020). *Data Analytics for Accounting*. 2nd Edition, McGraw Hill.
3. Prince, J.T. and Bose, A. (2020). *Predictive Analytics for Business Strategy – Reasoning from Data to Actionable Knowledge*. 1st Ed., McGraw Hill

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DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-4)

DSE 4: INDIA AND THE WORLD ECONOMY

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

- Provide an overview of economic policies and business environment in the domestic and world arena. Learner insight into the stylized economic facts on the main dimensions of the domestic and global economy.

Learning Outcomes

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

- Understand the evolving development paradigm adopted in India, liberalised and globalised world order, domestic and globalization processes, their main characteristics and their dynamic impact on the economy.
- Comprehend the regulatory structures in India, analyse industrial policy in different sectors, and gauge policies on FDI.
- Appraise major economies of the world, analyse the free trade vs. restrictive trade policies, both from a theoretical perspective and in policy terms.
- Synthesise intellectually on current global economic events and trends.

SYLLABUS FOR DSE 4

Unit 1: Overview of the Indian Economy

(9 Hours)

Planning and Reforms, Pre-Independence Period, National Development Council, Five Year Plans, Land Reforms, Green Revolution, Evolution of Public Sector in India, Economic Reforms- Liberalisation of economic system, Indian Economy during Post-Planning Period-Role of Niti Aayog, Shift in Economic Policies: Privatisation: Problems and Prospects, Fiscal Policy, Union Budget and Taxation, Monetary Policy and Banking Sector Reforms. Technology and business environment in India.

Unit 2: Regulatory Structures in India

(12 Hours)

Industrial Policy, Industry Analysis: Textiles, Electronics and Automobiles, Industry Analysis— FMCG, Chemicals and Pharmaceutical Sectors. Industrial Policy Statement, 1991, Objectives, Features, Micro, Small and Medium Industries and Policies, India's Industrial Progress After 1991,

Performance of Small and Medium Enterprises (SME) Sector, Review of Economic Environment in Industrial Sector, Policies on Foreign Direct Investment in India, Foreign Exchange Regulation Act, Recent Industrial Policy Outlook.

Unit 3: World Economy

(12 Hours)

An overview of the world economy; Major economies of the world, Income and Income Growth of World Economy during the last decades. Linkages in the Major Economies- Trade, Investment and Capital Flows. Development and Underdevelopment in the Developing World, The Historical Development of Capitalism, Resources and Environment, International Trade Patterns, Transportation and Communications, Regional Trading Arrangements, Trade Policies for the Developing Nations, Exchange-Rate Systems and Currency Crises, Macroeconomic Policy in an Open Economy, Nontariff Trade Barriers. International Factor Movements and Multinational Enterprises.

Unit 4: Global Operating Environment

(12 Hours)

Trade and Climate Change, Trade and Food Security, Trade and Finance, Trade and Geopolitics. Global Recession and New Business Environment, WTO: Agreements and Current Issues; Trade Policy External Sector—BoP, Currency Convertibility issues, Global Outsourcing; Multinational Companies and Foreign Direct Investment. Trends in Global Trade and Economic Integration, Direction of World Trade, Multilateralism and the Multilateral Trading System, Levels of Economic Integration, Contemporary Perspectives: Global Economic Scenario, Public Policy, Business ethics and Corporate Social Responsibility, Consumerism, Major Trade partners, Growth and Poverty, Sustainable Development issues.

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

1. Ahmed, F., & Alam, M.A. (2017). *Business Environment: Indian and Global Perspective*. PHI Learning.
2. Paul, J. (2017). *Business Environment, Text And Cases*. PHI Learning.
3. Stutz, F. P. & Warf, B. (2021) *World Economy, The Geography, Business, Development*. Pearson.
4. Carbaugh, R. J. (2017) *Global Economics*. Cengage Learning.

Suggestive Readings (latest edition of readings to be used)

1. World Bank (2019). *World Development Report*. Oxford. Various Issues.
2. United Nations Development Programme (2014). *Human Development Report*. UNDP, Various issues.
3. UNCTAD (2022). *Trade and Development Report*, UNCTAD, Various issues.
4. Rosser, J. B. & Rosser M.V. (2018). *Comparative Economics in a Transforming World Economy*. Prentice Hall.
5. Daniels, J.P. & David D.V. (2018). *Global Economic Issues and Policies*. Routledge, New York.
6. Yarbrough, B.V. & Yarbrough R.M. (1997). *The World Economy, Trade and Finance*. Cengage Learning.

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DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-5)

DSE 5: MULTINATIONAL BUSINESS FINANCE

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Multinational Business Finance (DSE 5)	4	3	1	0	Class XII	Basic knowledge of Finance

Learning Objective

The course will help the learner to:

- Understand the international monetary system and role of financial institutions.
- Recognize different aspects of foreign exchange markets and their functioning.
- Analyse and appraise financial Management of a multinational firm.

Learning Outcomes

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

- Understand MNCs operations and finances.
- Explain functioning of Multilateral Agencies and their role in global economic development.
- Analyse different aspects of the foreign exchange markets.
- Apply financial management concepts and tools for foreign Investment analysis
- Understand International Payment system and investment strategies

SYLLABUS FOR DSE 5

Unit 1: Introduction

(12 Hours)

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

References:

Unit 2: Forex Markets

(9 Hours)

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign

Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

Unit 3: Financial Management of Multinational Firms (12 Hours)

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

Unit 4: Role of FDI, FII and Payment Systems (12 Hours)

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

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

1. Eiteman, David K., Stonehill, Arthur I., and Moffett, Michael H (2021). *Multinational Business Finance*. Pearson.
2. Alan C. Shapiro, P. H. (2019). *Multinational Financial Management*. Wiley.

Suggestive Readings (latest editions should be referred to)

1. Levi, M. D. (2009). *International Finance*. Taylor & Francis.
2. Madura, J. (2018). *International Financial Management*. Cengage Learning.
3. Buckley, A(2004). *Multinational Finance*. Pearson Education.

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-6)

DSE 6: TRANSNATIONAL HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/Practic e		
Transnational Human Resource Management (DSE 6)	4	3	1	0	Class XII	Basic knowledge Management and Organisational Behavior

Learning Objectives:

- To explore the concepts and techniques of the essential elements of International HRM and to enable the learners to recognise its critical issues.
- To improve understanding of HRM concerns in the cross-cultural scenario.

Learning Outcomes:

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

- Understand the relevance and impact of culture on HRM for global business operations and how HR practices differs across cultures and countries and apply these to deal with complications that come with handling cross cultural issues.
- Develop an understanding of the fundamentals of staffing for global operations.
- Understand the key elements of performance appraisal for global employees.
- Understand the functional role of HRM in the context of training and industrial relations.
- Apply concepts into practice in multinational organizations.

SYLLABUS FOR DSE 6

Unit 1: Cross-Cultural issues in HRM

(12 Hours)

Introduction to HRM for multinational companies. Introduction to concepts of differences due to language; culture, religion and employee and country; Impact of these on the operations of non-domestic companies; Hofstede's approach; cross cultural differences at the workplace; Managing workforce diversity; Diversity management programs; International Human Resource Management: Difference between HRM for domestic and global companies. Integration of HRM with strategies for global operations. Pros and Cons of Internationally diverse HRM practices and their assimilation by global businesses.

Unit 2: Staffing for Global Operations

(12 Hours)

International Workforce planning and staffing: Issues in supply of international human resources; Low-cost labour and global staffing; International Recruitment; International staffing choices, Multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Training employees for international assignments; Successful expatriation, Causes of expatriate

failure, female expatriation. Repatriation management. Ethical and legal issues in use of low-cost labour. Regulations relevant to the use of low-cost labour from outside the country. Challenges in transferring culturally sensitive business practices across borders. Issues pertinent to hiring local employees for international operations. Strategic fitment for international assignments and operations. Challenges in managing global teams.

Unit 3: Performance Appraisal for Global Employees (12 Hours)

Performance appraisal: Criteria for performance appraisal, challenges of appraising employees from different cultural backgrounds; Biases affecting performance appraisal amongst a global workforce; Variables influencing expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: COLA; Hardship allowances; Going rate approach, Balance sheet approach, Cultural impact on compensation policy. Strategic questions related to LOC for international assignments. Elements of taxation relevant to compensation for expatriates: tax equalization, tax protection, currency fluctuations

Unit 4: Global Context of Training and Industrial Relations (9 Hours)

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Cross border Mergers and Acquisitions: HRM perspective; International IR: Key Players, Labour unions, Employee relations. Approaches in IR for global operations; changes in IR landscape across different countries. Strategic decision making for IHRM issues. Control issues in IHRM in global companies - head office vs. local office. Impact of legislation and free trade agreements on HRM issues across national borders.

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

1. Dowling, P.J., Festing, M. & Engle Sr, A.D. (2013). *International Human Resource Management*. Wiley
2. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
3. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
4. Tayeb, M. (2005). *International human resource management: A multinational company perspective*. Oxford University Press.

Suggestive Readings (latest edition of readings to be used)

1. Dowling, P.J. and Welch, D.E. (2017). *International Human Resource Management*. Cengage Learning
2. Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
3. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

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