B. Com. (Hons.) Structure

Discipline Specific Core (DSC) - Semester VII

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC- 7.1	Business and Macroeconomic Policy*	3	1	0	4	NIL
*Students who have studied GE (Principles of Macroeconomics I – ECON026 and Principles of Macroeconomics II- ECON028) shall not be allowed to study this paper (DSC 7.1). These students shall study 'Banking and Insurance' (DSC 7.2).						
DSC- 7.2	Banking and Insurance	3	1	0	4	NIL

Discipline Specific Electives (DSE)- Semester VII

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- 7.1/6.6	Business Research Methodology	3	0	1	4	NIL
DSE-7.2	Performance Management	3	1	0	4	NIL
DSE- 7.3	Entrepreneurship Development	3	1	0	4	NIL
DSE- 7.4	Hedging Financial Products: Futures, Options and Swaps	3	1	0	4	Studied DSE-4.2 Investment Management
DSE- 7.5	Business Valuation	3	1	0	4	NIL
DSE- 7.6	Integrated Marketing Communication	3	1	0	4	Studied DSE-6.3 Advertising
DSE- 7.7	Marketing Research	3	0	1	4	NIL
DSE- 7.8	Corporate Tax Planning	3	1	0	4	NIL
DSE- 7.9	Personal Tax Planning and Tax Management	3	1	0	4	NIL

Discipline Specific Core (DSC) - Semester VIII

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC- 8.1	The Economy of Bharat*	3	1	0	4	NIL

*Students who have studied GE (Indian Economy – ECON030 and Sectoral Issues in Indian Economy-ECON059) shall not be allowed to study this paper (DSC 8.1). These students shall study 'Financial Technology and Analytics' (DSC 8.2).

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC- 8.2	Financial Technology and Analytics	3	1	0	4	NIL

Discipline Specific Electives (DSE)- Semester VIII

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- 8.1	Technology in HR	3	1	0	4	NIL
DSE- 8.2	Event management	3	1	0	4	NIL
DSE- 8.3	Business Ethics and Human Values	3	1	0	4	NIL
DSE- 8.4	Financial Risk Management	3	1	0	4	Studied DSE-7.4 Hedging Financial Products: Futures, Options and Swaps
DSE- 8.5	Behavioural Finance	3	1	0	4	NIL
DSE- 8.6	Retail Management	3	1	0	4	NIL
DSE- 8.7	Distribution and Logistics Management	3	1	0	4	NIL
DSE- 8.8	Rural Marketing	3	1	0	4	NIL

DSE- 8.9	Advanced Business Research	3	0	1	4	Studied DSE- 6.6/7.1 Business Research Methodology
DSE- 8.10	International Taxation	3	1	0	4	NIL

SEMESTER- VII

*Students who have studied GE (Principles of Macroeconomics I – ECON026 and Principles of Macroeconomics II- ECON028) shall not be allowed to study this paper (DSC 7.1). These students shall study 'Banking and Insurance' (DSC 7.2).

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Business and Macroeconomic Policy DSC- 7.1	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Business and Macroeconomic Policy

BCH: DSC- 7.1

Learning Objectives

The course aims to provide the learners with a deep understanding of how businesses operate within the macroeconomic context. They will learn key concepts related to business, macroeconomic policy, money market, and foreign exchange. The course will also equip learners with the analytical skills to understand and evaluate macroeconomic data for effective business decision-making.

Learning Outcomes

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

1. Examine the conceptual framework of business and macroeconomic policy.
2. Analyse fiscal and monetary policy implications through the IS-LM framework.
3. Compare the different theories of demand for money, supply of money approach and working of money multiplier.
4. Analyse the causes and effects of different types of inflation and the trade-off between inflation and unemployment.
5. Examine the role of saving and investment on trade and exchange rates in small and large open economies.

Course Contents:

Unit 1: Introduction to Business and Macroeconomic Policy (4 hours)

Macroeconomics: Concepts, Importance, Variables and Subject Matter; Macroeconomic Policies and Business Decisions; Business Policy; Circular flow in three sectors. Growth and GDP, Business cycle, Output gap.

Unit 2: Economy in the Short Run (12 hours)

Determination of Aggregate Demand: Consumption, Saving and Investment; Aggregate Demand and Equilibrium Output: AD-AS and S-I approach, Multiplier (two and three sector) and numerical; IS-LM framework and numerical; Monetary and Fiscal Policy: Meaning, Objectives and Effectiveness; Aggregate Demand-Supply Analysis. and Tax Rate, Monetising Budget Deficit.

Unit 3: Demand for Money and Supply of Money (9 hours)

Money in Contemporary Macroeconomic Frameworks; Demand for Money: Motives and Interest Rate; Gresham's Law; Supply of Money: Meaning, Measures and Money Multiplier; Role of Banks in the Monetary System; Instruments of Monetary Policy and Monetary Transmission Process; Theory Demand for Money: Quantity Theory of Money (Fisher's Transactions approach), Tobin's Portfolio Balance, Baumol-Tobin Transaction. Role of PMJDY in Banking System, UPI and Digital Payment, Central Bank Digital Currency.

Unit 4:

Part A: Inflation and Unemployment (8 hours)

Inflation: Causes and Effects; Fisher Equation; Demand Pull and Cost Push Inflation, Social Costs of Inflation, Strategies to Control Inflation; Unemployment: Natural Rate of Unemployment, Frictional and Wait Unemployment; Okun's Law; Phillips Curve: Trade-off between Inflation and Unemployment. Recession and Unemployment.

Part B: Small and Large Open Economy (12 hours)

Flows of Goods and Capital; Saving and Investment in a Small and a Large Open Economy, Exchange Rates; Mundell-Fleming model, Policies in a Large Open Economy. Contemporary Macroeconomic Issues: Trend of INR against major currencies.

Exercises:

The learners are required to:
1. Examine the nature, concept and scope of macroeconomic policies and business decisions.
2. Analyse the impact of change in government spending on the circular flow.
3. Analyse and interpret the impact of economic growth on the AD-AS model and equilibrium output.
4. Evaluate and discuss the equilibrium in good and money markets.
5. Analyse the effects of fiscal and monetary policy on output, interest rates, and investment.
6. Analyse the significance and relationship of credit creation and economic growth.
7. Evaluate the factors that influence the public's desire to hold cash.
8. Analyse and interpret
    a. The role of the Phillips curve and Stagflation in macroeconomic policy.
    b. How supply shocks affect the Phillips curve.
9. Analyse the potential impact of international capital flows on economic growth and stability in both small and large open economies.
10. Analysing the behaviour of the exchange rate of INR against major currencies.

Suggested Readings:

- Blanchard, O. (2021). *Macroeconomics*. (8th Ed.). Pearson Education.
- Branson, W. H. (2005). *Macroeconomic Theory and Policy*. (3rd Ed.). East West Book Pvt. Ltd.
- Chaturvedi, D. D. *Macro Economics*. Kitab Mahal, New Delhi.
- Deepashree & Aggarwal, V. (2021). *Macro Economics*. Scholar Tech Press, New Delhi.
- Dornbusch, R., Stanley, F., & Startz, R. (2018). *Macroeconomics*. (12th Ed.). McGraw Hill Education.
- Gupta, G. S. (2015). *Macroeconomics: Theory and Applications*. (4th Ed.). McGraw-Hill Education.
- Lipsey, R., & Chrystal, A. (2011). *Economics*. (13th Ed.). Oxford University Press, USA.
- Mankiw, N. G. (2019). *Macroeconomics*. (10th Ed.). Macmillan Learning.
- Mankiw, N. G. (2021). *Principles of Economics*. (9th Ed.). Cengage Learning.
- Samuelson, P. A.,Wiliam D. Nordhaus & Chaudhary S. (2021). *Macroeconomics*. (20th Ed.). McGraw-Hill Education.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Banking and Insurance DSC- 7.2	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Banking and Insurance

BCH: DSC- 7.2

Learning Objectives

This paper aims to develop critical thinking among learners about the banking and insurance industries, their functioning, relevance for the world at large and reasons for regulation.

Learning Outcomes

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

1. Analyse balance sheets of banks.
2. Evaluate both the need for regulation of banks as well as the challenges it creates.
3. Analyse the importance of premium pricing for insurance companies.
4. Evaluate the incentives guiding business conglomerates to set up captive insurance and the concerns associated with it.

Course Contents:

Unit 1: Banking (13 hours)

Banking- core business, Transformations- risk, size and maturity, Assets of banks, Liabilities of banks, Asset liability mismatch, Bank capital- constituents and relevance, Fund based and fee based activities, Off balance sheet activities, Trends in banks' balance sheets and causes and implications of the same.

Unit 2: Banking Regulation (12 hours)

Reasons for tight regulation on banks, Interconnectedness among banks, Interconnectedness among banks and other financial institutions (eg. NBFCs), Capital adequacy regulation and its rationale, Deposit insurance and its relevance.

Unit 3: Insurance (10 hours)

Evolution of insurance from reciprocal insurance to modern times, Problems of adverse selection and moral hazard, Solutions for the same, Pricing of premium and its relevance, Claim settlement ratio, Different types of insurance.

Unit 4: Insurance Industry (10 hours)

Insurance penetration and density- India and the world, Reinsurance industry, Captive insurance, Catastrophe insurance, Regulation of insurance industry.

Exercises:

The learners are required to:

1. Analyse the balance sheet of a leading Indian bank and compare it with that of a bank from a developed country. Emphasis should be on why the differences exist, what could be the implications of the same and not just the how of things.
2. Download a case of a bank failure, for example the Silicon Valley Bank, from resources such as Investopedia and apply what they have studied to develop a deeper understanding of the real-world scenario.
3. Compare the premium required to be paid by an adult, non-smoking female of a certain age across different types of life insurance policies and ascertain the likely reasons for the differences.
4. Identify two business conglomerates which have their own captive insurance arms and analyse the reasons behind their geographical locale, and their costs and benefits.

Suggested Readings:

- Kidwell, D.S., Blackwell,D.W., Whidbee, D.A. & Sias, R.W. (2016). *Financial Institutions, Markets and Money*. Wiley.
- Kohn, M. (2013). *Financial Institutions and Markets*. Oxford University Press.
- Mishkin, F. (2018). *The Economics of Money, Banking and Financial Markets*. Pearson.
- Saunders,A., Cornett, M.M. & Jain,A. (2021). *Financial Markets and Institutions*. Mc Graw Hill Education.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Business Research Methodology: DSE-7.1	4	3	0	1	Pass in Class XII with Mathematics/Accountancy	NIL

Business Research Methodology
BCH: DSE- 7.1

Learning Objectives:

The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process.

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

1. Analyse research concepts, its types and steps in the research process.
2. Formulate research problems and assimilate various types of research design.
3. Create scales, sampling techniques and design data collection tools.
4. Recognise various techniques of data analysis and interpretation.
5. Prepare a complete research report in appropriate format.

Course Contents:

Unit 1: Introduction (9 hours)

Meaning and Scope of Research; Application of research in Business; Types of Research-qualitative, quantitative, longitudinal, cross-sectional, fundamental, applied, conceptual and empirical; Characteristics of Good Research; Steps in Research Process; Terminologies of research-Concept, Construct, Variables, Proposition and Hypothesis. Theory and Model; Literature Review and Formulation of Research Question; Philosophies of Research; Induction and Deduction Approach.

Unit 2: Research Design (9 hours)

Research Design- Meaning and Characteristics; Types of Research Design-Exploratory, Descriptive and Experimental. Meaning, Examples and Characteristics of Exploratory Research Design. Methods of Exploratory Research Design. Steps in Exploratory Research. Meaning, Characteristics and Methods of Descriptive Research Design with examples. Meaning and Types of Experimental Research Design.

Unit 3: Data Collection (9 hours)

Measurement and Scaling; Primary scales of Measurement (Nominal, Ordinal, Interval and Ratio). Scales for Measurements of Constructs- Likert, Semantic Differential Scale and Staple; Reliability and Validity; Meaning and Sources of Primary and Secondary Data; Questionnaire Design (also using online tools); Census and Survey Method; Probability and Non-Probability Sampling Techniques; Sample Size Determination.

Unit 4: Data Analysis Using Spreadsheet (9 hours)

Data Preparation and Cleaning; Graphical Presentation of Data; Frequency Distribution, Descriptive Statistics; Steps in Hypothesis Testing; Hypothesis Testing- parametric (z test and t test) and non-parametric (chi- square test).

Unit 5: Report Writing and Ethics (9 hours)

Types of Reports; Steps in Report Writing; Format and Presentation of Report, Referencing (APA, Chicago manual etc.), Ethics in Business Research.

Practical Exercises (30 hours):

The learners are required to:

1. Prepare literature review from a topic of your choice involving business and economics. Also, comment on the following case 1:
   Case 1: A product manager wants to know the viability of a new innovative product being launched by his company. What are the steps that need to be followed in his research?
2. Identify the type of a research design that will be most appropriate in a given scenario as per Case 1.
3. Apply online tools and platforms, design a questionnaire using various kinds of questions including Likert scale statements to address a particular business problem.
4. Use spreadsheet to practice t- test, z-test and Chi- square test on the secondary data from a given sample set of data.
5. Prepare a brief report following proper format in Word processing software.

Suggested Readings:

● Bryman, A. (2020). Business research methods. Oxford University Press.
● Bryman, A., & Bell, E. (2011). Business research methods. (3rd ed.). Cambridge; New York, United States: Oxford University Press.
● Bryman, A., Bell, E., & Harley, B. (2022). Business research methods. Oxford University Press.
● Chawla D., & Sondhi N.(2023). Research Methodology: Concepts and Cases. (2nd ed.). Delhi, India: Vikas Publishing.

● Cooper, D. R., & Schindler, P. S. (2014). Business research methods. (12th ed.). New York, United States: McGraw Hill International Edition.

● Creswell, J. D., & Creswell, J. W. (2017). Research design: qualitative, quantitative, and mixed methods approaches. United States: SAGE Publications.

● Dangi, H., & Dewan, S. (2016). Business research methods. India: Cengage Learning India Pvt. Ltd.

● Field, A.(2013). Discovering statistics using IBM SPSS statistics. Sage.

● Hair, J. F., Page, M., & Brunsveld, N. (2019). Essentials of business research methods. (4th ed.). Routledge.

● Ken, B. (2019). Business statistics: for contemporary decision making. United States: John Wiley & Sons.

● Kothari, B. L. (2011). Research methodology: tools and techniques. Jaipur, India: ABD Publishers.

● Mishra (2014). Business research methods. Oxford University Press.

● Newman, W. L. (2021). Social research methods: qualitative and quantitative approaches. (8th ed.). India: Pearson.

● Saunders, M. (2010). Research methods for business. Pearson Education.

● Schindler, P. S. (2021), Business research methods. (13th ed.). India: Mc Graw Hill Education.

● Sekran, U., & Bougie, R. (2015). Research methods for business: a skill building approach. (6th ed.). United States: John Wiley & Sons.

●Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. (9th ed.). South Western: Cengage Learning.
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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Performance Management DSE-7.2	4	3	1	0	Pass in Class XII	NIL

Performance Management

BCH: DSE- 7.2

Learning Objective: The course aims to create fundamental knowledge of performance management, related aspects like talent management, compensation management, contemporary issues etc. in the organisation through the pedagogy of case discussions and the practices of Indian Organisations in this context.

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

1. Analyse the key concepts of performance management and methods of performance management in practices.
2. Interpret the organisation in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.
5. Appraise the concept of performance management in analysing the case studies and to evaluate their effectiveness in a rapidly changing environment.

Course Contents:

Unit 1: Introduction to Performance Management (9 hours)

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

Unit 2: Performance Planning and Managing Performance (12 hours)

Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labor), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution

Method, Critical Incident Method, Behaviourally Anchored Rating Scales, 360-Degree Performance Appraisal, Performance Feedback and Counselling, Performance analysis for Individual and organisational Development, Competency Mapping.

Unit 3: Learning Organisation and Performance Based Compensation (12 hours)

Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

Unit 4: Implementation of Performance Management (12 hours)

Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees.

Note: Case studies are compulsory to develop the concept and evaluation of the students.

Exercises:
The learners are required to:
1. Make a class presentation and submit quiz on performance management.
2. Have focused group discussions on performance management and related concepts.
3. Write a comprehensive essay on various terms and concepts of performance management with plagiarism report.
4. Analyse the case studies to understand and evaluate the dynamics of performance management.
5. Write a report on critical decision making.

Suggested Readings:
- Armstrong, M. & Baron, A. (2005), Performance management and development. Mumbai: Jaico Publishing House.
- Bhattacharyya, D. K. (2011), Performance management systems and strategies. India: Pearson Education.
- Chadha, P. (2003), Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
- Kandula, S. R. Performance Management: Strategies, Interventions, Drivers PHI Lerarning
- Kohli(2008). Performance Management.Oxford University Press.
- Rao, T.V. (2004), Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications.
- Shrinivas R. Kandula (2006), Performance Management: Strategies, Intervention & Drivers. Pearson.
- Soumendra, Narain Bagchi (2013), Performance Management. Delhi: Cengage Learning India Pvt. Ltd.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Entrepreneurship Development: DSE-7.3	4	3	1	0	Pass in Class XII	NIL

Entrepreneurship Development

BCH: DSE- 7.3

Learning Objectives:

The course aims to equip the learners with entrepreneurship so that they are inspired to look at entrepreneurship as a viable, lucrative, and preferred option of professional life.

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

1. Discern distinct entrepreneurial traits.
2. Compare the parameters to assess opportunities and constraints for new business ideas.
3. Develop a business idea by adopting a systematic process.
4. Design strategies for successful implementation of ideas.
5. Create a business plan.

Course Contents:

Unit 1: Introduction (9 hours)

Meaning, elements, determinants and importance of entrepreneurship and creative Behaviour; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship.

Unit 2: Entrepreneurship in India (9 hours)

Concept of business houses and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and Behavioural orientations; Conflict in family business and its resolution. Initiatives of Government of India to promote entrepreneurship - Start Up India, Stand Up India, Make in India, etc.

Unit 3: Entrepreneurship Ecosystem (9 hours)

Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of government, Institutions, industries/entrepreneur's

associations and self-help groups, Concept, role and functions of business incubators, angel investors, venture capital, start-up finance and private equity fund.

Unit 4: a) Sources of business ideas, tests of feasibility (9 hours)

Significance of writing the business plan/ project proposal including feasibility analysis; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning and control; preparation of project report (various aspects of the project report such as size of investment, nature of product, sourcing of material, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

b) Mobilizing Resources (9 hours)

Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems.

Exercises:

The learners are required to:
1. Discuss various cases of entrepreneurship and distinguish between different entrepreneurial traits.
2. Analyse and interpret case study on business philosophy at Tata Group, Aditya Birla Group, Reliance Industries Limited, and similar organisations.
3. Analyse and present the key initiatives of Government of India for promoting entrepreneurship in the country for any one business area.
4. Develop a business idea and conduct a feasibility analysis of the same.
5. Participate in Business Plan Competition-designing a business plan proposal and identifying alternative sources of raising finance for startup.

Suggested Readings:
- Desai, V. (2009). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.
- Dollinger, M. J. (2008). Entrepreneurship: Strategies and Resources. New Jersey: Prentice Hall.
- Hisrich, R., Peters, M., & Shepherd, D. (2017). Entrepreneurship. New York: McGraw Hill Education.
- Jyotsana, Shaifali & Poswal L. Entrepreneurship (Concepts & Fundamentals) Kitab Mahal Delhi
- Mukherjee and Roy(2018). Entrepreneurship development and Business ethics.Oxford University Press.
- Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian Perspective. Boston: Cengage Learning.
- Roy R (2020). Entreprenuership. Oxford University Press.
- Sharma, S. Entrepreneurship Development, 2nd ed. PHI Learning
- Yadav, V., & Goyal, P. (2015). User innovation and entrepreneurship: case studies from rural India.. Journal of Entrepreneurship & Innovation, 4(5). Retreived from https://link.springer.com/article/10.1186/s13731-015-0018-4.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Hedging Financial Products: Futures, Options and Swaps DSE-7.4	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	Studied DSE-4.2 Investment Management

Hedging Financial Products: Futures, Options and Swaps
BCH: DSE- 7.4

Learning Objectives:

The course aims to equip the students with skills of the risk management to manage the investment portfolios. It traces the relevance of hedging in investments, its instruments for risk management, along with the development and trading of derivative markets in India, specifically on futures and options.

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

1. Critically analyse the role of hedging in investment, historical development of the derivatives market in India and its regulation.
2. Evaluate the hedging instruments, trading strategies of futures and options.
3. Examine pricing of futures and options and calculate pay-offs of call and put options.
4. Gain an insight into the trading, clearing and settlement mechanism of futures and options.
5. Evaluate the mechanics of risk hedging with the help of swaps.

Course Contents:

Unit 1: Introduction (9 hours)

Hedging; Meaning, types, instruments and features of derivatives Meaning, definition and features of derivatives, Functions of derivatives, Participants in derivatives market, Cash market vs. derivatives market, Evolution of derivatives market, Introduction of derivatives trading in India, L. C. Gupta Committee and J. R. Varma Committee on derivatives. Recent developments in the derivatives market in India. Regulations of derivatives market.

Unit 2: Instruments of Hedging (11 hours)

Concept and Types of derivatives, Financial derivatives: Meaning and features of forward contracts, limitations of forward markets; Spots and Forward Rate, Meaning and features of Futures Contracts, Difference between futures and forwards contracts, Currency Derivatives, Exchange traded and over the counter derivatives, Index hedging, Types of option contracts, Options Trading strategies, Futures and Options pay off. Commodity Derivatives and other contemporary derivatives.

Unit 3: Pricing of Futures and Options and Swaps (18 hours)

The cost of carry model and Expectancy model for stock and index futures- cash price and future price, Arbitrage opportunity; Factors determining options pricing, Option pricing models: Binomial pricing model, The Black and Scholes model, Pricing of Index options.

Introduction to Swaps, Overview of Interest Rate Swaps, Interest rate futures, Cross Currency Swaps, Pricing of Swaps, Equity and Commodity Swaps.

Unit 4: Trading, Clearing and Settlement (7 hours)

Prerequisites for trading in derivatives market, Futures and Options trading system, Contract specification for stock and index, Eligibility for trading charges, Derivatives trading risks, Clearing entities and their role, Clearing mechanism: adjustment for corporate actions, Open position calculation; Margining and settlement mechanism, Risk management, Concept and Mechanics of Standard Portfolio Risk Analysis (SPAN).

Exercises:
The learners are required to:
1. Identify at least five investment schemes which used hedging for better return of portfolio.
2. Create dummy portfolios and using index derivatives and options to minimise risk and improve the portfolio return, using spreadsheet.
3. Download spot and futures (continuous series) data of any five financial assets for a period of one year. Calculate return of spot, future series and analyse both the series using charts.
4. Download complete data of two futures contract one exhibiting normal backwardation and another Contango. Use a chart to show convergence of these contracts to the spot price on expiry date.
5. Assume that you purchase a financial futures contract from NSE. Compute the Mark-to-Market (MTM) margin for the next 10 days for that futures contract using excel spreadsheet.
6. Evaluate the mechanics of risk hedging with the help of swaps, offer combinations of swaps used by two or three institutions, using spreadsheets.

Suggested Readings:

● David and Thomas (2007). Derivatives, (1st Edition), Oxford University Press, Delhi.
● Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (2017), PHI Learning Publications. House.
● Hull, J. C. (2018). Options futures and other derivatives (10th Edition). Pearson Education India.
● Hull, J., Treepongkaruna, S., Colwell, D., Heaney, R., & Pitt, D. (2013). Fundamentals of futures and options markets. Pearson Higher Education AU.
● Varma, Jayanth R. (2011). Derivatives and Risk Management, Tata McGraw Hills, New Delhi.
● Vohra, N.D. and Bagri, B.R. (2011). Futures and Options, (2nd Edition), Tata McGraw Hills, New Delhi.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Business Valuation: DSE-7.5	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Business Valuation
BCH: DSE- 7.5

Learning Objectives:
The course aims to familiarize the students with the principles and practice of valuation of business.

Learning Outcomes: After completion of the course, learners will be able to:
1. Examine the valuation of business and its principles.
2. Evaluate different techniques of valuation and apply them in various situations.
3. Demonstrate skills in valuing tangibles and intangibles.
4. Analyse specific cases of valuation.
5. Explore the impact of non-financial factors on valuation.

Course Contents:

Unit 1: Introduction to valuation (9 hours)
Need for valuation, issues and problems in valuation, various types of values and relationship between them, principles of valuation, purpose of valuation. Indian and international standards on valuation.

Unit 2: Techniques of valuation (13 hours)
Different approaches and models of valuation, discounted cash flow analysis, comparable transaction method, comparable market multiple method, market valuation, economic value added, free cash flow to equity, dividend discount model, net asset valuation, relative valuation. Factors affecting the choice of valuation techniques.

Unit 3: Valuation of tangibles, intangibles and some specific cases (16 hours)
(a) Valuation of tangibles – valuation of property, plant and equipment.

(b) Valuation of intangibles: Goodwill, brand, patents, trade marks, copyrights, process, franchises, licenses, internet domains, softwares, databases, advertising agreements.

(c) Valuation of large enterprises, Valuation of micro, small and medium enterprises, valuation of start-ups, valuation during mergers and acquisitions, valuation during distress sales. Valuation of forward contracts, Valuation of futures and options pricing.

Unit 4: Non–financial considerations in valuation (7 hours)
Human resource, top and middle-level management, governance, corporate social responsibility and environmental accountability.

Exercises:
The learners are required to:
1. Use various software programmes for understanding valuation techniques and methods.
2. Download financial statements of companies for valuing them under different approaches.
3. Analyse various financial instruments for overvaluation and undervaluation.
4. Discuss and analyse valuation of any merger and acquisition through case study.
5. Analyse the impact of non-financial factors on the share prices of a company.

Suggested Readings:
- Koller, T., Goedhart, M., & Wessels, D. (2020). Valuation: Measuring and managing the value of companies. (7th ed.). USA: Wiley Publications.
- Palepu, K. G., & Healey, P. M. (2015). Business analysis and valuation: Using financial statements. Noida, U.P.: Cengage Publications.
- Parker, D. (2016). International valuation standards: A guide to the valuation of real property assets. USA: Wiley Publications.
- Parks, J. A., & Banerjee, D. N. (2015). Principles & practice of valuation. U.P., India: Eastern law house.

Additional Readings:

- Study material of the Institute of Company Secretary of India for the professional programme course on "Valuation and business modelling".
- Study material of the Institute of Cost Accountants of India for the "Strategic performance management and business valuation".

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Integrated Marketing Communication: DSE-7.6	4	3	1	0	Pass in Class XII	Studied DSE-6.3 Advertising

Integrated Marketing Communication

BCH: DSE- 7.6

Learning Objectives:

The course aims to make students understand the shift from mass communications to integrated marketing communication.

Learning Outcomes: After completing the course, learners will be able to:

1. Analyse the concept of marketing communication.
2. Compare the various communication tools marketers can use.
3. Interpret the message and media strategies in the context of communication objectives.
4. Summarise the challenges related to Integrated Marketing Communication.
5. Develop the process of Integrated Marketing Communication.

Course Contents:

Unit 1: Introduction (6 hours)

IMC – Concept, Definitions, Evolution, Importance, Role of IMC in marketing process, Communication Process and its Effectiveness, Communication vehicles.

Unit 2: The Process of IMC –Planning (10 hours)

IMC Planning Model, Understanding consumers' Levels of Involvements, Setting the Communication Objectives – in terms of Sales and Communication Tasks, Communication objectives and Classic Response Hierarchy models – AIDA, Hierarchy-of-Effects, Establishing the Communication Budget – the Methods and Trade-Offs.

Unit 3: The Process of IMC –Designing the Marketing Communication Mix (12 hours)

Personal Communication Tools – Personal Selling, Tele-marketing, Mass Communication Tools – Advertising, Publicity and Public Relations, Sales Promotion. Role of promotion in IMC.

Digital Communication Tools – Online Advertising and Public Relations, Websites, Blogs/Vlogs, Mobile Marketing, email Marketing, viral Marketing.

Factors affecting the designing of Integrated Marketing Communication Mix.

Unit 4: The Process of IMC (17 hours)

Value Propositions and Appeals, Message Structure and Message Sources, Personal and non-personal Channels of Communication, Media Selection- Objectives and Scheduling. Measuring and Evaluating the Performance, Role of Communication Companies for IMC. Challenges of IMC – Internal and External.

Exercises:

The learners are required to:

1. Understand the communication challenges occurring inside the firm through role-playing.

2. Prepare a budget for introducing an expensive unique product.

3. Discuss how each one of the consumer response models could be used by a company such as Philips in planning the introduction of a new product like an Air Purifier?

4. In recent times, we have seen growth in product placements. Do we see this as a continuing trend? Why or why not?

5. While the Internet has distinct advantages, some traditional media have features that make them more helpful in achieving specific communication objectives. Discuss with examples.

6. Design and develop an Integrated Promotion Campaign for a novelty in the rural market.

7. Discuss how marketers of low-involvement products like shampoo or soaps would use the various IMC tools differently than a marketer of a high involvement product like a smartphone or a car?

8. Discuss how communication companies are facilitating one-stop-shopping for their clients to improve their overall communication effectiveness?

Suggested Readings:

- Belch, G. E., Belch, M. A., and Purani Keyoor (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th ed. McGraw-Hill Education(India) Pvt Ltd.
- Capon, N., & Singh, S. S. (2010). Managing marketing: an applied approach. Wiley
- Chaffey, D, Chadwick, F.A, Johnston, Kevin, and Mayer, Richard (2019),Internet marketing: Strategy, Implementation and Practice. Third ed. (Pearson Education)

- Chaffey, D., & Smith, P. R. (2013). eMarketing EXcellence: Planning and optimizing your digital marketing. Routledge.
- Clow, Kenneth E. and Baack, Donald E (2021) , Integrated Advertising, Promotion and Marketing Communications, Ninth Ed. Global Edition (Pearson Education)
- Dutta K(2016).Integrated Marketing Communications.Oxford University Press.
- Frost, R. D., & Strauss, J. (2016). E-marketing. Routledge
- Gupta, Seema (2020) , Digital Marketing, 2nd Ed. McGraw-Hill Education(India) Pvt Ltd.
- Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2021). Marketing management: an Asian perspective. Pearson Education
- Kotler,P., Kartajiyan, H, Setiawan, Ivan. and (2019), Marketing 4.0: Moving from Traditional to Digital , Audible audiobook, (Gildan Media LLC)
- Shah, Kruti (2018). Advertising and Integrated marketing Communications, McGraw-Hill Education(India) Pvt Ltd., 8th ed.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Marketing Research: DSE-7.7	4	3	0	1	Pass in Class XII	NIL

Marketing Research

BCH: DSE- 7.7

Learning Objectives:

The course aims to guide students to develop their research, inquiry and analytical skills in the field of marketing.

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

1. Analyse the basics of marketing research and differentiate among various research designs
2. Understand the concept of segmentation and its techniques.
3. Learn how to target market and position the product
4. Comprehend techniques used by the marketers for the new product development.

Course Contents:

Unit 1: Introduction (12 hours)

Meaning, Characteristics, Importance and Role of Marketing Research; Marketing research problem; Types of market research; Market research process; Market research approaches. Exploratory Research Design, Longitudinal Research Design, Experimental Research Design, Data Collection Techniques

Unit 2: Segmentation, Targeting and Positioning (STP) Framework (11 hours)

Market Segmentation: Concept and techniques; Hierarchical Cluster Analysis: Steps, Dendrogram interpretation, Determining the number of clusters. K-Means Clustering: Concept, Choosing K. Comparison of Hierarchical VS K-Means. Targeting: SWOT Analysis, Positioning: Multidimensional Scaling: Concept, interpreting dimensions in perceptual maps.

Unit 3: New Product Development Analysis (11 hours)

Conjoint Analysis: Meaning, uses, types, steps to perform conjoint analysis; Market Basket analysis: Introduction and Relevance, Core concepts and Steps; Correspondence Analysis: Introduction, Key concepts, Steps in Correspondence Analysis.

Unit 4: Qualitative Analysis (11 hours)

Text mining and Analysis: Introduction to Text mining, importance of text mining in marketing research, Sources of text data, text preprocessing techniques- Tokenization, stop word removal, Lowercasing, stemming and lemmatization, removal of punctuation, numbers and special characters, N-grams, Document-Term Matrix, Predictive text analysis; Sentiment analysis,

Practical Exercises (30 hours):
The learners are required to:
1. Group customers based on their average order value and purchase frequency using cluster analysis. Identify distinct customer segments and describe their characteristics.
2. Gather the data on the consumer's perception of the five different cold drink brands. Use this data to create a 2D perceptual map (MDS), identify which brands are seen as similar or different, and suggest how one brand can improve its market position.
3. Create a product profile matrix for a mobile phone using three attributes (Brand, Price, Battery Life) and collect student ratings. Perform regression analysis on these ratings and identify the most preferred mobile phone attributes.
4. Construct a contingency table of soft drink preference by age group and perform correspondence analysis
5. Collect customer reviews for a product or service. Use a text mining tool to extract frequently used words, identify overall sentiment (positive/negative/neutral), and summarise the main themes in customer feedback.

Suggested Readings:

* Beri, G. C. (2013). *Marketing research* (4th ed.). Tata McGraw Hill Education.
* Hair, J.F., Black, W.C., Babin, B.J., and Anderson, R.E. (2009). Multivariate Data Analysis, Pearson (7th edition).
* Hair, Wolfinbarger, Ortinau, and Bush. Essentials of Marketing Research (paperback) (3rd ed.).
* Malhotra, N. K., & Dash, S. (2016). *Marketing research: An applied orientation* (7th ed., Indian adaptation). Pearson Education.
* Malhotra, N. K. (2019). *Marketing research: An applied approach* (5th ed.). Pearson Education.
* Nargundkar, R. (2015). *Marketing research: Text and cases* (3rd ed.). McGraw Hill Education.
* Silge, J., & Robinson, D. (2017). *Text mining with R: A tidy approach*. O'Reilly Media.
* Zikmund, W. G., & Babin, B. J. (2013). *Essentials of marketing research* (5th ed.). Cengage Learning.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Corporate Tax Planning: DSE-7.8	4	3	1	0	Pass in Class XII	NIL

Corporate Tax Planning
BCH: DSE- 7.8

Learning Objectives:
The course aims to provide knowledge of various aspects of corporate tax planning and their impact on decision-making.

Learning Outcomes:
After completion of the course, learners will be able to:
1. Differentiate between various tax planning concepts and understand the assessment of corporate assesses.
2. Devise strategies for tax planning in respect of setting up of a new business specially the tax issues of start-ups.
3. Examine the relevant tax provisions for non-resident Indians and double taxation relief.
4. Analyse the provisions of transfer pricing.
5. Evaluate tax planning with reference to different forms of business restructuring.

Course Content:
Unit 1: Tax Planning and computation of tax liability of companies (13 hours)
Tax planning, tax management, tax evasion, tax avoidance; Types of companies; Residential status of companies and tax incidence; Tax liability and minimum alternate tax; Carry forward and set off of losses in case of certain companies; Deductions available to corporate assesses.

Unit 2: Setting up of new business and capital gains in select cases (9 hours)
Tax planning with reference to setting up of a new business: forms of organisation and tax provisions for start-ups; Tax planning with reference to receipt of insurance compensation, distribution of assets at the time of liquidation and sale of scientific research assets.

Unit 3: Non-residents and Double Taxation (9 hours)

Tax planning in respect of non-resident Indians: Tax on non-resident sportsmen or sports associations, Exemption of Interest on NRE accounts and Exemption in respect of salaries of foreign citizens; Double taxation relief.

Unit 4: Transfer Pricing and Business Restructuring (14 hours)

Transfer pricing: Arm's length price and its computation; Advance rulings. Tax planning with reference to business restructuring: Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/ partnership firm into Company and Conversion of company into LLP.

Exercises:
The learners are required to:

1. Discuss relevant provisions of the Income-tax Act, 1961 from the official website of Government of India.
2. Refer the Finance Act to know about the amendments done in various provisions of the Income-tax Act, 1961.
3. Refer relevant notifications and circulars from the official website of Government of India.
4. Refer the information available in the heading 'International Taxation' on the official website of Government of India; and learn about various tax services available on the official website of Government of India.
5. Learn about various tax services available on the official website of Government of India.
6. Make a report on tax planning with reference to different forms of business restructuring.

Suggested Readings:

- Ahuja, Girish and Gupta, Ravi. Corporate Tax Planning. Commercial Law House, Delhi.
- Singhania, Vinod K. and Singhania, Monica. Corporate Tax Planning & Business Tax Procedures. Taxmann Publications Pvt. Ltd., New Delhi.

Additional Readings:

- Acharya. Shuklendra and Gurha. M.G. Tax Planning under Direct taxes. Modern Law Publications, Allahabad.
- Ghosh. T.P. IFRSs. Taxmann Publications Pvt. Ltd., New Delhi.
- IAS-12 and AS-22.
- Mittal, D.P. Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.
- The Income Tax Act, 1961.
- The Limited Liability Partnership Act, 2008.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Personal Tax Planning and Tax Management: DSE-7.9	4	3	1	0	Pass in Class XII	NIL

Personal Tax Planning and Tax Management

BCH: DSE- 7.9

Learning Objectives:

The course aims to enable learners to understand the importance of tax planning and use various instruments and measures for tax planning. It also aims to explain how systematic investment and selection of investment avenues can help in tax planning. The course provides an insight into tax management by developing an understanding of the provisions relating to deduction and collection of tax at source, advance tax, refund, assessment procedures and provisions relating to income-tax authorities and appeals and revisions.

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

1. Examine how tax planning is useful and essential for every tax payer and to understand the concept of tax evasion and tax planning from direct taxes point of view.
2. Determine residential status and its relationship with tax planning. Examine how tax planning is permitted under different provisions of the income tax act.
3. Assess the tax liability of individuals and hufs having income under different heads, by considering tax planning measures providing for optimal tax relief.
4. Choose the avenues of investment with an intent to reduce tax liabilities and identify merits and limitations of different means of investments and examine various provisions relating to deduction and collection of tax at source and advance tax obligations.
5. Examine the provisions relating to survey, search, and seizure and the related powers of various income-tax authorities.
6. Examine the procedure for assessment and recall the time limits for completion of assessments as well as remedies available by way of appeal and revision.

Course Contents:

I. TAX PLANNING

Unit 1: Basic Concepts (14 hours)

Meaning, Need of Tax Planning- Principles and objectives of Tax Planning, Obligations of parties to Tax Planning, Tax Avoidance and Tax Evasion- Legal thinking on Tax Planning, Tax Planning-Scope of Tax Planning.

Tax planning through exempted income for residents/ non-residents, Tax planning through permissible deductions for residents/non-residents, Tax planning with reference to clubbing provisions

Unit 2: Tax Planning under different heads of Income (11 hours)

Tax planning measures relating to income from salary, Income from House Property, profits and gains of business or profession, capital gains and income from other sources

Unit 3: Tax Planning through investments (11 hours)

Tax planning through various tax saving investment avenues available for individuals and HUF like Mutual funds unit linked insurance plans, Bonds, Equity linked savings schemes, Post office savings schemes and others. Tax deductions under Income-Tax Act

Unit 4: Tax Management (9 hours)

(A): Deduction, collection and recovery of tax

Advance tax, tax deduction at source, tax collection at source, refund.

(B): Assessment Procedures, Income-tax Authorities and Appeal and Revision

Income-tax authorities, filing return of income, self-assessment, summary assessment, scrutiny assessment, best judgement assessment, time limit for completion of assessments and appeals and revisions.

Exercises:

The learners are required to:

2. Compute tax liability of individuals and HUF having different sources of income by considering the special exemption and deduction provisions under each head as well as the deductions from gross total income to minimize tax liability
3. Compute tax liability of an individual and HUF under the general provisions of the Income-tax Act, 1961 and under section 115BAC to determine which is more beneficial in each case.
4. Assess the remedies available under the Act by way of rectification, appeal and revision in case of aggrieved assesses based on the issue involved and threshold time limit.
5. Fill up return forms based on the details of income and deductions provided in respect of an individual/HUF and TDS details gathered from Form 16, Form 16A and 26AS.

Suggested Readings:

- Ahuja, G., & Gupta, R. (2018). Direct Taxes Ready Reckoner. New Delhi: Wolters Kluwer India Private Limited.
- Gaur, V. P., Narang, D. B., & Gaur, P. (2018). Income Tax Law and Practice. New Delhi: Kalyani Publishers.
- Singhania, V. K., & Singhania, K. (2020). Direct Taxes: Law & Practice. New Delhi: Taxmann Publication.

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

SEMESTER- VIII

* Students who have studied GE (Indian Economy – ECON030 and Sectoral Issues in Indian Economy- ECON059) shall not be allowed to study this paper (DSC 8.1). These students shall study 'Financial Technology and Analytics' (DSC 8.2).

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		
The Economy of Bharat: DSC-8.1	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

THE ECONOMY OF BHARAT

BCH: DSC- 8.1

Learning Objectives

The course aims to provide the learners with an understanding of constituent sectors that define the Economy of Bharat. It enables learners to understand how each sector contributes to the country's economic growth and development and examine how government policies and initiatives affect the Economy of Bharat.

Learning Outcomes

After the completion of the course, the learners will be able to:
1. Examine the conceptual framework of economic growth and development.
2. Analyse the evolution of economic planning, population, demographics, and economic development in the Economy of Bharat.
3. Examine the role and contribution of agriculture in the Economy of Bharat.
4. Analyse the contribution of the industrial and service sectors to the Economy of Bharat.
5. Examine the role of foreign trade and Balance of Payments in the Economy of Bharat.

Course Contents:

Unit 1: Economic Growth and Development (6 hours)

Economic Growth and Development, Determinants of Economic Development; Ancient Economy of Bharat; Kautilya Arthashastra and Economic Development; Human Development and Human Development Index; Temple Economy; Environment and Sustainable Development, Global Environmental Threats. Net Zero Emissions Target, Carbon Credit Trading Scheme, Green Hydrogen and Ethanol, Sustainable Circular Economy.

Unit 2: An Overview of the Economy of Bharat (15 hours)

Nature of the Economy of Bharat; Evolution of Economic Planning: Planning Commission to NITI Aayog; Regional Imbalances; Multidimensional approach of Poverty; Population and Economic Development, Demographic Demographic Dividend; Employment and Unemployment; Gig economy. MGNREGA, PMKVY, National Policy for Skill Development and Entrepreneurship 2015.

Unit 3: Agricultural and Industrial Sector (12 hours)

Agriculture Sector: Role and Trends, Agriculture Production and Productivity; Agrarian Crisis; Technological Revolution (Green, White, Golden and Yellow). Digital Agriculture, Drone Technology in Agriculture.

Industrial Sector: Role, Pattern and Performance, Industrial Policies, Role of MSMEs and Foreign Capital in the Economy of Bharat; Economic reform of Public Sector (Privatisation and Disinvestment); National priorities for CPSEs to spend CSR funds (Health and Nutrition, and PM's Internship Scheme).

Unit 4: Services and External Sector (12 hours)

Service Sector: Role, Trends, Contribution in GDP, GDP Growth, Employment and Exports Revenue; Issues and Challenges in Service Sector Growth. Make in India, Atma Nirbhar Bharat, Digital India Mission.

Foreign Trade: Role, Value, Composition and Direction; Change in Foreign Trade since 1991; Balance of Payment: Component and Trends, Current Account Deficit; Role of Globalisation in the Economy of Bharat. Strategies for Viksit Bharat.

Exercises:

The learners are required to:
1. Prepare a statistical profile of the Economy of Bharat.
2. Analyse the economic principles from Kautilya's Arthashastra and discuss their relevance in Contemporary Bharat.
3. Evaluate the relevance and effectiveness of government policies such as the net zero emissions target, green hydrogen, and the carbon credit trading scheme for decarbonisation in promoting sustainable development.
4. List out the various PSUs that have undergone disinvestment since 1991.
5. Analyse and interpret the demographic trends of Bharat and analysing the implications of these trends for economic development, including the potential impact of the demographic dividend.
6. Analyse the impact of different agricultural revolutions on agricultural production and productivity of Bharat.
7. Analyse and interpret the industrial production, growth rates, and sectoral composition and Foreign Direct Investment (FDI) inflows into the industrial sector of Bharat.

8. Analyse trends of exports and imports, Balance of Payments (BOPs) and Current Account Deficits (CADs) of Bharat and their implications.
9. Evaluate and discuss the impact of globalization in the Economy of Bharat, focusing on trade, investment, and employment.
10. Analyse the role of increased foreign trade in achieving the goals of Viksit Bharat.

Suggested Readings:

- Datt G. & Mahajan A., (2018) *Indian Economy*. S. Chand and Company.
- Deepashree (2021). *Indian Economy*. MKM Publisher.
- Derez, J & Amartya Sen (2013), An Uncertain Glory: India and its Contradictions, Princeton University Press.
- Gaurav, D., & Ashwani, M. (2018). *Indian Economy*. S. Chand Publishing.
- Ghosh, S. (2022). *Indian economy*. PHI Learning Pvt. Ltd.
- Gupta S.K, Chaturvedi D.D., & Chaturvedi S. *Indian Economy*, Kitab Mahal, Delhi.
- Joshi, S. (2020). What determines Manufacturing sector employment in India: Evidence from panel data? *Productivity*, 61(1), 74-81.
- Kapila, U. (2021). *Indian Economy: Performance and Policies*. Academic Foundation, New Delhi.
- Puri, V. K., Misra, S. K., & Garg B. (2023). *Indian economy*. Himalaya Publishing House.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Financial Technology and Analytics: DSC-8.2	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Financial Technology and Analytics
BCH: DSC- 8.2

Learning Objectives:

The aim of the course is to teach students about the financial technology revolution, as well as the disruption, innovation, and opportunities that it brings. The course also aims to impart awareness of the existing and emerging technologies and tools needed to analyse financial data and develop analytical models in the financial service sector to create new business paradigms.

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

1. Examine the transformative role of FinTech in financial markets, its evaluation, and regulation.
2. Gain insights into the digitization of financial services, AI and ML applications in finance and the funding ecosystem.
3. Analyse the digital payment innovations, mobile based applications and the legal implications of cryptocurrencies and blockchain technology.
4. Gain insights into the technology underpinning FinTech, data analytics in finance, data protection, privacy and cybersecurity best practices.
5. Analyse the growth of FinTech industry in India and the relevance of various regulations adopted by the government in this regard.

Course Contents:

Unit 1: Introduction (11 hours)

Introduction to technologies in financial markets; Financial technologies (FinTech) and the transformation in financial services; FinTech evaluation and regulation in banks, start-ups, and emerging markets, different types of FinTech users, top FinTech companies.

FinTech in India: Opportunities and challenges; Role of FinTech in financial inclusion and financial integration; FinTech and government regulations; Implications of FinTech developments for banks; Social implications of FinTech transformation, FinTech growth in India, case studies.

Unit 2: Digital Finance and applications in Business (12 hours)

Digitization of financial services (Retail banking and corporate banking), Artificial Intelligence (AI) and Machine Learning (ML) applications in finance, FinTech and the online lending landscape - Rise of alternate finance, future of SME lending; Funding ecosystem; Crowd-funding and business financing; payments and retail transactions.

Unit 3: Digital payments, cryptocurrencies, and blockchain (11 hours)

Digital payments and innovations; Developing countries and digital financial services (DFS): Regulations of mobile centric payment system; Real time gross settlement (RTGS) systems; Crypto-currencies and blockchain; Understanding blockchain technology, its potential and application – overview of crypto currency, Legal and regulatory implications of cryptocurrencies.

Unit 4: Financial data and analytics (11 hours)

Understanding the technology enabling FinTech - and what constitutes a FinTech application; Future of AI in Robo-Advice; RPA (Overview of Robotic Process Automation) issues of privacy management in the financial services environment; Application of data analytics in financial services; Data protection and privacy, cybersecurity – overview of cybersecurity industry's best practices and standards.

Exercises: The learners are required to:
1. Identify a FinTech start-up, analyse and present a report on its business model.
2. Identify a FinTech involved in the SME lending business and analyse how they are contributing to restructuring the SME lending landscape.
3. Identify two prominent cryptocurrencies and download their data for past one year. Analyse their comparative performance.
4. Identify data analytics and AI financial services in a financial institution, conduct a mock cybersecurity audit and recommend best practices.
5. Analyse and prepare a report of FinTech growth in India over the past five years.

Suggested Readings:

- Akkizidis, I., & Stagars, M. (2015). Marketplace lending, financial analysis, and the future of credit. New Jersey: Wiley.
- Chishti, S., & Barberis, J. (2016). The financial technology handbook for investors, entrepreneurs and visionaries. New Jersey: Wiley.
- Chishti, S., Craddock, T., Courtneidge, R., & Zachariadis, M. (2020). The PayTech book. New Jersey: Wiley.
- Diamandis, P. H., & Kotler, S. (2020). The future is faster than you think: How converging technologies are disrupting business, industries, and our lives. New York: Simon & Schuster.
- Hill, J. (2018). FinTech and the remaking of financial institutions. London: Academic press, Elsevier.
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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Technology in HR: DSE-8.1	4	3	1	0	Pass in Class XII	NIL

Technology in HR
BCH: DSE- 8.1

Learning Objectives:

The course aims to make students understand the basic concepts and trends of Digital Transformation of the organisation and learn their functional application for critical decision making in HR.

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

1. Appraise technology in HR.
2. Evaluate information systems designed for human resources.
3. Analyse the role of digital transformation in HR for rational decision making
4. Examine trends of technology in HR for overall development of the employees and the organisation.
5. Visualise future trends for technology and HR

Course Contents:

Unit 1: Introduction of Technology in HR (7 hours)

Introduction of Technology in HR, Terminology of E-HRM: Information Communication Technology (ICT), Human Resource Information System (HRIS), Blockchain, Internet of Things (IoT), Artificial Intelligence (AI), Machine Learning (ML), Chat Bots, Use of technology and its Role in transforming HR practices.

Unit 2: Human Resources Information System (HRIS) (7 hours)

Introduction to HRIS-Concept, Need, Purpose of Information Systems designed for HR, HR Metrics, HR Administration and HRIS, Disruptive Technologies and emerging trends in HRIS.

Unit 3: Digital Transformation in HR (15 hours)

Digital HR Transformation in HR functions, Enterprise Resource Planning (ERP)-Meaning, benefits and pitfalls, Role of ERP in HRM, Challenges in Digital Transformation and its impact on Performance Management and Decision Making.

Unit 4: Current Trends and Future Scenario in HR Technology (16 hours)

Major Technology trends - The Intersection between the Trends, Remote working and HR, Cloud based HR, Regulatory and Legal Issues regarding use of Technology.

Future Workplace Trends, Future HR Technology Trends, Future HR Technologies, and Strategic Thinking.

Exercises:

The learners are required to:

1. Interpret various e-HR issues via group discussion.
2. Understand HR Terminologies using class presentations.
3. Analyse the current and future trends in HR technology using case studies.
4. Evaluate competencies of Technology in HR using report writing. (with plagiarism report).
5. Design and evaluate Technology in HR for decision making.

Suggested Readings:

- Deborah Waddill, (2018), Digital HR A Guide to Technology-Enabled Human Resources, Society for Human Resource Management, FIRST EDITION, ISBN (pbk): 978-1-586-44542-3; ISBN (PDF): 978-1-586- 44543-0; ISBN (EPUB): 978-1-586-44544-7; ISBN (MOBI): 978-1-586-44545-4.
- Iqbal, N., Ahmad, M., Raziq, M., &Borini, F. (2019).Linking e-hrm practices and organisational outcomes: empirical analysis of line manager's perception [Ebook] (21st ed., pp. 48-69). São Paulo: Review of Business Management.
- Joshbersin (2021), HR Technology 2021: The Definitive Guide.
- Marr, Bernard. Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, Limited, 2018. ProQuest Ebook Central.
- Roy Mac Leod (Ed.) New Technology and the workers Response, Sage Publications, New Delhi.
- Stacey Harris, Introduction to HR Technologies: Understand How to Use Technology to Improve Performance and Processes, 1st Edition (2021).

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Event Management: DSE-8.2	4	3	1	0	Pass in Class XII	NIL

Event Management

BCH: DSE- 8.2

Learning Objectives: The course aims to equip learners with the skills to plan and manage events.

Learning Outcomes:

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

1. Exhibit the capability to organize a formal event.
2. Analyse, interpret, and present the learning lessons of organizing the event and critical success factors.
3. Create, organize, and manage team.
4. Prepare and present the promotional material.
5. Plan and prepare sponsorship proposals.

Course Contents:

Unit 1: Introduction (9 hours)

Management: meaning and functions. Event Management: Concept, and Scope, Categories of Events: Personal/Informal Events and Formal/Official Events, Requirement of Event Manager, Roles and Responsibilities of Event Manager in different events; Special event topics.

Unit 2: Planning and Organizing for Events (11 hours)

Characteristics of a Good Planner, SWOT Analysis, Understanding the client needs, identification of target audience; Event Planning Process, Conceptualization, Costing, Canvassing, Customization, and Carrying-out. Critical Success Factors; Outsourcing Strategies, working with Vendors, Negotiating Tactics, Accountability and Responsibility. Event Risk Management and IT for Event Management.

Unit 3: Managing Team (11 hours)

Team Building and Managing Team: Concept, nature, approaches, activities, and practices. Characteristics of a high performing team. Skills required and Job Responsibilities of Leading Teams; Business communication.

Unit 4: Event Marketing, Advertising and Sponsorship (14 hours)

Nature and Process of Marketing; Branding, Advertising; Publicity and Public relations. Types of advertising, merchandising, giveaways, competitions, promotions, website and text messaging. Media tools – Media invitations, press releases, TV opportunities, radio interviews. Promotional tools – Flyers, Posters, Invitations, Website, newsletters, blogs, tweets.

Event Partners, Event Associates, Event Sponsor; Importance of Sponsorship–for event organizer, for sponsor; Type of Sponsorship; Making sponsorship database; Sponsorship Proposal; Ways to seek Sponsorship; Closing a sponsorship; Research on sponsorship avenues; Converting sponsorship into partnership.

Exercises:

The learners are required to:

1. Prepare a check-list for organizing a formal learner led event in your Institution, draft and present the role and responsibilities of all the members in the organizing team with timelines. The learner led event should be organized as a group activity for the class.
2. Present SWOT analysis for any hypothetical event and identigy critical success factors
3. Conduct a team building game to be performed with learners of the class.
4. Prepare and present some hypothetical promotional tools (flyers, posters, blogs, tweets, etc.).
5. Prepare a note on skills required and job responsibilities of Wedding Planner.
6. Prepare a hypothetical sponsorship proposal.

Suggested Readings:
- Conway, D. G. (2006). The Event Manager's Bible. Devon: How to books Ltd.
- Goldblatt, J. (2005). Special Events: Event Leadership for a New World. New Jersey: John Wiley & Sons Inc.
- Hoyle, L. H. (2002). Event Marketing. New Jersey: John Wiley & Sons Inc.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Business Ethics and Human Values: DSE-8.3	4	3	1	0	Pass in Class XII	NIL

Business Ethics and Human Values

BCH: DSE- 8.3

Learning Objectives:

The course aims to develop in learners an understanding of the concept of Business Ethics and Human Values and its application in business decision making using sustainable business practices.

Learning outcomes: After completion of this course, learners will be able to:

1. Design code of ethics for an organisation
2. Examine ethical performance of an organisation
3. Distinguish between various types of values
4. Compare issues related to whistle blowing and other moral issues
5. Measure the level of participation of select companies/organisations related to social responsibility.

Course Contents:

Unit 1: Introduction (9 hours)

Business Ethics: Meaning, Importance; Business Ethics in Different Organisational contexts; Sustainability: A Goal for Business Ethics; Approaches and Practices of Business Ethics; Ethical Decision Making and Decision-Making Process, Relevance of Ethics and Values in Business; Codes of Ethics; Ethical Behaviour of Manager. Ethical theories: Normative and descriptive ethical theories.

Unit 2: Business Ethics Management (9 hours)

Management process and ethics, Ethos of Vedanta in management, Hierarchism as an organisational value, Business Ethics and Cultural Ethos; role of various agencies in ensuring ethics in corporation; Setting standards of ethical Behaviour; Managing stakeholder relations; Assessing ethical performance; Organizing for Business Ethics Management.

Unit 3: Human Values and Moral Issues in Business (15 hours)

Meaning of Human Values; Formation of Values: Socialization; Types of Values: Societal Values, Aesthetic Values, Organisational Values, Spiritual Values; Value Crisis in Management; concept of knowledge management and wisdom management, wisdom-based management. Concept of Karma and its kinds: Karma Yoga, Nishkam Karma, and Sakam Karma.

Implications of moral issues in different functional areas of business (finance, HR, and marketing). Whistle blowing; Marketing truth and advertising: Manipulation and coercion, Allocation of moral responsibility in advertising; Trade secrets, corporate disclosure, Insider trading; Equal employment opportunity, Affirmative action, Preferential hiring; Consumerism; Environmental protection.

Unit 4: Corporate Social Responsibility (CSR) (12 hours)

Concept of CSR, Corporate Philanthropy, Strategic Planning and Corporate Social Responsibility; Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013; CSR Committee; CSR Models, Codes, and Standards on CSR. ISO 26000 Social Responsibility- definition, principles, scope, benefits, certification.

Exercises: The learners are required to:

1. Participate in discussion of decision-making situations by presenting scenarios;
2. Design code of ethics for a selected organisation.
3. Assess ethical performance of a selected organisation.
4. Prepare a questionnaire to measure the importance of different types of values.
5. Analyse, interpret and present key learnings of the case study on whistle blowing- Infosys case.
6. Measure the level of participation of a select company/organisation/group of individuals regarding social responsibility.

Suggested Readings:

- Banerjee, S. B. (2007). Corporate Social Responsibility: The Good, The Bad and The Ugly. Cheltenham: Edward Elgar Publishing.
- Crane & Matten (2020). Business Ethics.Oxford University Press.
- Kumar, S. (2010). Corporate Governance. Oxford, England: Oxford University Press.
- Monks, R. A. G., & Minow, N. (2011). Corporate Governance, New Jersey: John Wiley and Sons.
- Mukherjee and Roy(2018). Entrepreneurship development and Business ethics.Oxford University Press.
- Sherlekar, S. A. (2009). Ethics in Management. New Delhi: Himalaya Publishing House.
- Vveinhardt, J., & Gulbovaite, E. (2015). Expert evaluation of diagnostic instrument for personal and organisational value congruence. Journal of Business Ethics, 136(3), 481–501.
- Werther, W. B., & Chandler, D. B. (2011). Strategic corporate social responsibility. California: Sage Publications Inc.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Financial Risk Management: DSE-8.4	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	Studied DSE-7.4 Hedging Financial Products: Futures, Options and Swaps

Financial Risk Management

BCH: DSE- 8.4

Learning Objectives:
The course aims to provide the basic foundations to work in a world of finance with risk and arbitrage. It will equip students with analytical as well measurement tools of financial risk. Therefore, course should be relevant for those looking at a career opportunity in a global institution. The course analyses approaches to financial risk measurement and management and develops excel based models of measuring risk in asset classes.

Learning Outcomes: After completion of the course, learners will be able to:
1. Compare the different types of risk in financial market.
2. Evaluate financial risk.
3. Evaluate various techniques of measuring risk in financial market.
4. Perform quantitative analysis of risk in financial market.
5. Analyse credit, liquidity and operational risk.

Course Contents:

Unit 1: Introduction to Risk Management (10 hours)
The Concept of Risk, Risk versus Uncertainty, Different types of risk: Systematic and unsystematic risk. Risk management versus Risk avoidance; Risk Management Process; Risk Management Policies; Risk Immunization Strategies. Risk Environment in Global Banking and Finance, Episodes of Financial Crisis, Defining Risk in Asset Classes.

Unit 2: Measuring Risk and Tools of Risk Management (15 hours)
Methods of measuring and controlling risk – Statistical Method. Fixation and Delegation of Limits, Different Limits- Open Position / Asset Position Limits/ Deal Size/Individual Dealers/Stop Loss Limits. Margins: Value at Risk Margin, Extreme Loss Margin, Mark to market Margin. Insurable and non-insurable tools; Financial Derivatives as a tool of risk management: meaning, types and uses. Risk and Return,

Volatility measurement (SD, EWMA, GARCH processes, Implied Volatility, VIX, Volatility Clustering, Time varying volatility). Market Risk Measurement Techniques, Value-at-Risk (VaR), Variance-Covariance Approach.

Unit 3: Quantitative Analysis (10 hours)
Measuring risk using Simulation methods, Stress testing and back testing, Extreme Value methods, Monte Carlo methods in measuring risk, Portfolio VaR using stochastic simulations, Sector Risk Analytics, Active Portfolio Risk Management.

Unit 4: Risk Management in Different Asset Classes (10 hours)

Equity Portfolio Risk, Measuring downside exposure in equity, Credit Risk Basics (PD, LGD), Measuring and Managing Credit Risks, Market-based measurement of credit risk, Contingent claim approach - the KMV Model, Credit VaR, Credit Derivatives, Liquidity Risk, Liquidity trading and funding risks, tightness, depth, and resilience in trading liquidity, marked-to-market and market-to-exit concepts, Liquidity value at risk. Measurement of Operational Risk.

Note: Use of Spreadsheet should be encouraged for doing basic calculations, quick understanding, problem solving and giving students subject related assignments for their internal assessment purposes.

Exercises: The learners are required to:
1. Calculate systematic and unsystematic risk in various assets.
2. Analyse different methods of measuring and controlling risk.'
3. Apply tools of risk management on actual data.
4. Estimate VaR for a hypothetical portfolio.
5. Analyse risk management techniques in different asset classes.

Suggested Readings:
- Arora R.K , Financial Risk management, Wiley Publication.
- Chance, Brooks. An Introduction to Derivative and Management, Cengage learning.
- George, E. R., & Michael, M. (2017). Principles of Risk Management and Insurance. London. Pearson.
- Ghosh, R. (2020). Risk Management and Derivatives. New Jersey: Wiley.
- Harrington, S., & Niehaus, G. (2017). Risk Management and Insurance. New York: McGraw Hill Education.
- Hopkin, P. (2018). Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management. London: Kogan Page.
- Loomba,J. Risk Management and Insurance Planning   PHI learning
- Madhumathi / Ranganatham. Derivative and Risk Management. Pearson.
- Marshall, Johon F. and Bansal, V. K., Financial Engineering, PHI Learning.
- Watsham Terry J., Futures and Options in Risk Management, Thomson Learning.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Behavioural Finance: DSE-8.5	4	3	1	0	Pass in Class XII with Mathematics/Accountancy	NIL

Behavioural Finance
BCH: DSE- 8.5

Learning Objectives:
Behavioural finance provides an interdisciplinary approach to study financial behaviour, thus offering a more realistic understanding of financial markets. The objective of this course is to provide a basic understanding of Behavioural finance and its practical relevance to study the financial markets.

Learning Outcomes: After the completion of the course, learners will be able to:
1. Analyse the limitations of traditional finance.
2. Examine the relevance of the theory of behavioural finance in studying financial markets.
3. Analyse the role of incomplete information and behavioural biases in financial decision making.
4. Analyse behavioural biases in different financial markets.
5. Gain insight into the effects of asymmetrical information on financial contracts.

Course Contents:

Unit 1: Traditional theory of finance (10 hours)
Neoclassical economics: Basic assumptions, Rational choice theory, Expected utility theory; Extension to finance: Modern portfolio theory. Informational efficiency: Efficient market hypothesis- Weak, semi-strong, strong forms. CAPM. Challenges to EMH - Theoretical and empirical.

Unit 2: Emergence of Behavioural finance (10 hours)
Anomalies to neoclassical economics and standard theory of finance; Stock market anomalies: January effect and day of the week effect. Speculative market bubbles. Global financial crisis in Behavioural perspective. Equity premium puzzle and siamese twins problem; Search for alternative paradigms- Influence of psychology and emergence of Behavioural finance.

Unit 3: Behavioural finance: Introduction (10 hours)

Behavioural finance: Meaning; Basic assumptions- Incomplete information, bounded rationality. Heuristics and biases- Prospect theory, endowment theory, inattention-bias, overconfidence, reference-point bias, herd Behaviour, familiarity bias, etc.

Unit 4: Behavioural biases and Asymmetric information (15 hours)
Behavioural biases under different market settings- Stock markets, mutual funds industry, insurance industry. Asymmetric information: Market for lemons - Adverse selection, moral hazard, monitoring and signalling. Economic characteristics of financial contracts - Risk neutrality and risk aversion.

Exercises:
The learners are required to:
1. Download daily data for any index for the last two years and perform a Run test. Analyse if the market is weak form efficient.
2. Download monthly data for any index for the last 10 years. Compute January returns and an average monthly return for the remaining 11 months. Also, check if the January return is more than the average for each year. Analyse the reason for its presence or absence.
3. Conduct a diagnostic test of at least 10 people to detect endowment bias.
   Assume that you have purchased a high-quality government bond for your portfolio. It has been providing good income for your family budget and you haven't considered changing it. But your financial advisor recommends another security of comparative risk and slightly higher returns. What will be your response?
   a. I will stick with Government bond because I am familiar with it.
   b. I will sell government bond and switch to the recommended security even if I am unfamiliar with it.
   Justify your stance in the context of endowment bias.
4. Survey at least 10 people and give them an option to choose a fund from top most performing mutual funds (for the last one year and the last three years) and other similarly sized and styled funds. For each respondent compare the performance of the mutual funds chosen viz a viz other mutual funds in the sample. Do these investors suffer from sample size neglect? Analyse.
5. Prepare a report on infamous insider information scams in the Indian stock market. Analyse the role of information asymmetry in each of them.

Suggested Readings:
- Hal Varian (2010) Intermediate microeconomics - A modern approach, 8th Ed. W.W. Norton, London, Ch. 37, Asymmetric information
- Kanheman, D. & Tversky, A. (1979). Prospect theory: An analysis of decision under risk. Econometrica, 47(2), 263-291.
- Prassanna Chandra (2020) Behavioural finance, second edition, McGraw Hill.New Delhi.
- Ricardo N. Bebezuk (2003) Asymmetric information in financial markets - Introduction and applications. Cambridge University Press, Cambridge, UK. Chapter 1.
- Singh, R. (2019). Behavioural Finance PHI learning

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Retail Management: DSE-8.6	4	3	1	0	Pass in Class XII	Studied DSE-7.9 Marketing Research

Retail Management

BCH: DSE- 8.6

Learning Objectives:

The course aims to provide a comprehensive understanding of the theoretical and applied aspects of Retail Management.

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

1. Develop fundamental understanding of the concept of retailing and its formats.
2. Analyse the dynamics of retail store location, its design and visual display.
3. Analyse the marketing mix strategies used by the retailers/e-tailers to interact with their customers.
4. Develop an understanding of managing human resources in retailing for sustainable relationship building with the customers as enticed in the concept of customer relationship management.
5. Relate legal and ethical issues and the role of ICT in Retail Management.

Course Contents:

Unit 1: Introduction (10 hours)

Retailing: Nature, Scope and Importance of Retailing, Formats of Retailing: Store-based and Non-Store based including E-tailing, Theories of Retailing: Wheel of Retailing and Accordion Theory, Emerging Trends in Retailing in India, Career Options in Retailing.

Unit 2: Retail Planning (10 hours)

Understanding Retail Consumer, Selecting Target Market and Retail Location, Store Design and Layout, Visual Merchandising and Displays.

Unit 3: Retail Marketing Mix (14 hours)

Merchandising and Inventory Decisions, Merchandise Pricing Decisions, Retail Distribution Decisions and Retail Promotion Decisions with special emphasis on Retail Selling Skills. Role of Information Technology in Retailing, Legal and Ethical Issues in Retailing and Mall Management.

Unit 4: Managing Human Resources and Customer Relationship in Retailing (11 hours)

HRM process in Retail: an overview, Challenges for HRM in Retail, Customer Relationship Management: Concept, Types and Application of CRM in Retailing.

Exercises:
The learners are required to:
1. Prepare an analytical report on the salient features of any e-tailing platform.
2. Study the layout, merchandising and display of any store-based retail format.
3. Analyse any aspect of retail marketing mix strategy in detail.
4. Perform role play as customer and retailer with respect to different product categories to effectively demonstrate the ability to close the sale.
5. Conduct a comparative study of the retail salesforce motivation strategies with respect to monetary and non-monetary incentives in a retail store.
6. Study the customer relationship management practices followed at a retail store.
7. Prepare a case study on the management of a mall with respect to its promotional strategy.

Suggested Readings

- Bajaj, C. (2016).Retail Management.Oxford University Press.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2010). Retail management. Oxford University Press.
- Berman, B. R., & Evans, J. R. (1995). Retail Management: A Strategic Approach. Prentice Hall. Englewood Cliffs, NJ.
- Giri,A., Paul P. & Chatterjee S. Retail Management. PHI Learning
- Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw-Hills Publg. Co. Ltd., New Delhi.
- Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
- Sinha and Uniyal (2018).Managing Retailing.Oxford University Press.
- Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Distribution and Logistics Management: DSE-8.7	4	3	1	0	Pass in Class XII	NIL

Distribution and Logistics Management

BCH: DSE- 8.7

Learning Objectives:

The course aims to acquaint the student with the concept, tools and importance of Distribution logistics in Marketing.

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

1. Analyse the concept of Logistics management.
2. Explore the various distribution channels and their importance.
3. Evaluate the various modes of transportation for distribution.
4. Explore the various tools for operational efficiency.
5. Determine how the advanced technology is used in distribution logistics.

Course Contents:

Unit 1: Introduction to Logistics (14 hours)

Concept, Evolution, Components and Process. Dimensions of Logistics – Micro and Macro; inbound, outbound, Value-Added Role of Logistics.Overview of AI in Logistics, Robotics, Block Chain, Reverse Logistics, Re-engineering the supply chain, RFID, EDI, Bar coding.

Unit 2: Distribution Strategy (11 hours)

Meaning, Marketing channels: nature and importance, conventional and emerging channels, role of online sales and supply chain; Designing strategic distribution network; Factors influencing distribution network.

Unit 3: Transportation and Warehousing Decision (9 hours)

Role and importance. Factors influencing transportation and warehousing decision. Importance of Multimodal Transport and containerization. Cost effectiveness of various modes of transport and types of warehouses.

Unit 4: Operational Efficiency and its tools (11 hours)

Inventory Management: introduction, objectives, types and importance, EOQ and JIT approach. Third and fourth-party logistic outsourcing– challenges and future directions.

Exercises:
The learners are required to:

1. Analyse case studies of firms for logistics management.
2. Analyse the impact of transportation modes
3. Evaluate the role of efficiency tools in cost reduction.
4. Explore the various tools for operational efficiency.
5. Analyse case studies on the application of advanced technology in distribution logistics.

Suggested Readings:

- Altekar, R. V. (2015). Supply Chain Management: Concepts and Cases, PHI learning.
- Bozarth, C.C. & Handfield, R. B. (2015). Introduction to Operations and Supply Chain Management. Pearson Education.
- Chopra, S. & Meindl, P. (2007). Supply Chain Management: Strategy, Planning and Operation, Pearson Education.
- D.J. & Lemay, S. (2015). Logistics, 8th edition, Pearson Education.
- Hult, M. G., Closs, D., Frayer, D. Global (2014). Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. Mc Graw Hill Ltd.
- Shapiro, J.F. (2007). Modelling the Supply Chain, Cengage Learning.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). Designing and Managing the Supply Chain. Tata McGraw-Hill Education.

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CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Rural Marketing: DSE-8.8	4	3	1	0	Pass in Class XII	NIL

Rural Marketing
BCH: DSE- 8.8

Learning Objectives

The paper aims to develop basic understanding of concepts, tools, challenges and growing importance of rural markets in Indian scenario.

Learning Outcomes

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

1. Examine the concept of rural marketing environment with special focus on segmentation, targeting and positioning in rural markets.
2. Analyse product decisions in rural markets.
3. Analyse pricing decisions in rural markets.
4. Analyse promotion decisions in rural markets.
5. Analyse distribution decisions in rural markets.

Course Content:
Unit 1: Introduction (10 hours)
Concept, nature and growing importance of rural markets; Rural vs Urban Marketing; Rural marketing environment; Characteristics of Rural Consumer and motives; Segmentation, targeting and positioning in rural markets; Emerging trends of rural marketing in India.

Unit 2: Product Decisions (10 hours)
Rural product classification; Product adoption process in rural market; product branding, packaging, labeling and product support services in rural markets, Challenges in developing a product for rural markets; Product innovations for rural market.

Unit 3: Pricing and Promotion Decisions (15 hours)

Factors affecting pricing decisions for rural markets; setting price for rural market: factors, methods and strategies; Challenges in setting price for rural markets

Factors affecting promotion mix for rural markets; Challenges in rural communication and promotion; promotion mix-promotion tools and their importance for rural markets; Cases for innovative approaches for promotion in rural market.

Unit 4: Distribution Decisions (10 hours)

Rural Distribution Channels; logistics decisions for rural markets; factors affecting distribution decisions in rural markets; challenges for distribution decisions in rural markets; Cases for innovative distribution approaches in rural market.

Exercises:

Learners are required to:

1. Analyse the STP strategy for any newly developed product for rural market.
2. Draft the marketing mix for selling shampoos in rural marketing.
3. Imagine themselves as a sales representative of an MNC. Perform a role play exhibiting how your promotion strategy will change when marketing product in urban market vs Rural Market.
4. Compare the distribution strategy used by any two companies in a Rural Market
5. Do the following assignment:
   With the increase in OTT content consumption by the rural market during the pandemic, as per reports, suggest measures to introduce new content by an OTT platform that can be targeted towards the rural audience.
6. Design a communications campaign to create awareness in your rural market about the spurious products based on your company's products that are being marketed.
7. Do the following assignment:
   As a rural marketing expert, a consumer durables company seeks your inputs for introducing their products such as washing machine(or any other product) in the rural market. Provide suitable suggestions for their product/price/distribution/communications strategy.
8. Analyse the rural marketing strategies used by companies for a national and a regional brand of detergent.

Suggested Readings:

- Dogra, B and Ghuman, K. (2008). Rural Marketing: Concepts and Practices, Tata McGraw Hill

- Kashyap, P. (2016). Rural Marketing (3/e), Pearson Education.

- Krishnamacharyulu, C.S.G and Ramakrishnan, L. (2011). Rural Marketing: Text and Cases (2/e). Pearson Education

- Ramakrishnan, R. (2006). Rural Marketing in India: Strategies and Challenges. New Century Publications.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Advanced Business Research: DSE-8.9	4	3	0	1	Pass in Class XII with Mathematics/Accountancy	Studied DSE-6.6 Business Research Methodology/ DSE - 7.1 Business Research Methodology

ADVANCED BUSINESS RESEARCH

BCH: DSE- 8.9

Learning Objectives:

The objective of the course is to develop the students' theoretical and practical understanding of select multivariate research methods and central concepts of psychological measurement and analysis. The course will be a practice-oriented course and will provide working knowledge of the advance research using statistical package and open-source ware.

Learning Outcomes: After completion of the course, learners will be able to:
1. Apply bivariate and multivariate statistics on the data.
2. Comprehend various types of regressions and its applications.
3. Employ General Linear Models on the variables.
4. Utilize time-series data and panel data techniques for data analysis
5. Fathom the application of longitudinal and Experimental Studies.

Course Contents:

Unit 1: Bi-variate and Multivariate Analysis (9 hours)

Correlation analysis, Partial correlation, Simple regression and multiple regression, its assumptions, concept of multicollinearity: Variance Inflation Factor (VIF), R-square, Adjusted R-square, Durbin-Watson Statistic, Stepwise Regression

Unit 2: Logistic Regression (12 hours)

Binary Logistic Regression: Introduction, estimation, Model fit and Evaluation; Ordinal Logistic Regression: meaning, assumption and estimation: Multinomial Logistic Regression: Concept, Model evaluation, Interpretation; Log-linear Models: Basics, Model specification, measurement and interpretation.

Unit 3: General Linear Model (12 hours)

Two-way analysis of variance (Anova): Key concepts, assumptions, estimation and interpretations; Repeat measure Anova: meaning, assumptions, design types, Post hoc tests; One- and Two-way analysis of covariance (ANCOVA): Basic concept and terms, assumptions, calculation and interpretation; Multivariate analysis of variance (MANOVA): Introduction, assumptions, and estimation

Unit 4: Longitudinal Studies and Experimental Design Analysis (12 hours)

Longitudinal Studies: Definition and Characteristics, types, data collection techniques, Issues and considerations; Manipulation: Concept, types of manipulation, manipulation check; Experimental and control groups, Mediation and Moderation analysis: Concept, steps, measurement and interpretation; Formulating experimental Design: basic elements, types of experimental designs, Internal and external validity.

Note: The General-Purpose software referred in this course will be notified by the University - Departments every three years.

Practical Exercises (30 Hours):

The learners are required to:
1. Perform multiple regression using appropriate software.
2. Perform logistics regression analysis using appropriate software.
3. Perform various General linear models using appropriate software.
4. Perform time-series analysis using appropriate software.
5. Analyse the applicability of longitudinal studies and experimental design analysis.

Suggested Readings:

- DeVellis, R.F (1991). Scale Development: Theory and Applications, Newbury park, California: Sage.
- Hair, Black, Babin, Anderson and Tatham (2017). Multivariate Data Analysis, 7e Pearson education India. ISBN – 13 9789332536500
- Field, A. (2018). Discovering statistics using IBM SPSS statistics (5th ed.). Sage Publications.
- Tabachnick, B. G., & Fidell, L. S. (2019). Using multivariate statistics (7th ed.). Pearson Education.
- Gujarati, D. N., & Porter, D. C. (2021). Basic econometrics (5th ed.). McGraw Hill.
- Shadish, W. R., Cook, T. D., & Campbell, D. T. (2002). Experimental and quasi-experimental designs for generalized causal inference. Houghton Mifflin.
- Baltagi, B. H. (2021). Econometric analysis of panel data (6th ed.). Springer.
- Maxwell, S. E., & Delaney, H. D. (2004). Designing experiments and analyzing data: A model comparison perspective (2nd ed.). Psychology Press.
- Menard, S. (2007). Handbook of longitudinal research: Design, measurement, and analysis. Elsevier.
- Surya, P.K., Sharma, S.K. (2020), Business Research Methods and Analytics, Virtual book. Taxmann publication. ISBN 9789390712717
- Viswanathan, M. (2005). Measurement Error and Research Design. Thousand Oaks: Sage.

- William G. Zikmund/Barry J. Babin/Jon C Carr/Mitch Griffin (2013). Business Research Methods, Cengage publication, 8th edition.
- Malhotra, N. K., & Dash, S. (2016). Marketing research: An applied orientation (7th ed., Indian adaptation). Pearson Education.
- Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International.

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

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Taxation: DSE-8.10	4	3	1	0	Pass in Class XII	NIL

International Taxation

BCH: DSE- 8.10

Learning Objectives:

The course aims to introduce students to the issues of international tax avoidance and evasion. The course would also create awareness about the various methods followed to alleviate international double taxation, along with understanding international initiatives on tax compliance.

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

1. Comprehend the meaning and causes of international double taxation.
2. Compare and evaluate the different methods adopted by countries to alleviate international double taxation.
3. Analyse the techniques used for international tax evasion and avoidance.
4. Evaluate the methods used nationally and internationally for prevention of international tax evasion and avoidance.
5. Demonstrate their awareness of international Model Conventions on prevention of international double taxation.

Course Contents:

Unit 1: International Double Taxation (12 hours)
Concept of international double taxation; principles of international taxation – source rule and residence rule; international tax evasion and avoidance; Advance Ruling; withholding tax rates on different sources of incomes. Methods of tax evasion and avoidance: transfer pricing, Base Erosion and Profit Shifting; tax havens and treaty shopping; the case of India-Mauritius tax treaty.

Unit 2: Alleviation of International Double Taxation (12 hours)
Methods to alleviate international double taxation: exemption method, tax credit method, tax sparing credit method; bilateral tax treaties (Double Taxation Avoidance Agreements) – objectives, features and benefits; multilateral tax treaties; bilateral investment treaties.

Model Bilateral Double Taxation Conventions: OECD Model Convention and United Nations Model Convention.

Unit 3: Prevention of International Tax Evasion and Avoidance (12 hours)
Arm's length price, transfer pricing regulations in India, transfer pricing methods, transfer pricing compliance practices; Advance Pricing Agreements; anti-treaty abuse provisions; General Anti Avoidance Rules; exchange of information.
BEPS Action Plan, BEPS Multilateral Instrument; Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEP

Unit 4: Tax Challenges arising from Digitalisation of the Economy (9 hours)
Importance of corporate taxes; trends in corporate taxes; reforms in international direct taxation rules, indirect taxation and e-commerce; enhancing Digital Platforms Reporting.

Exercises:
The learners are required to:

2. Conduct an inter-country comparison of corporate taxes as well as withholding tax rates for different kinds of income.
3. Conduct a trend analysis of proliferation of bilateral tax treaties over a period of time.
4. Prepare case studies of some specific bilateral treaties to demonstrate the concept of tax treaty shopping.
5. Conduct an in-depth analysis of the methods used by individual countries as well as international organisations to avoid base erosion and profit shifting
6. Make presentation on contemporary issues such as tax challenges arising from digitisation of economies.

Suggested Readings:

- Agrawal, D. C. Basic Concepts of International Taxation, Taxmann.
- Garg, K. Guide to International Taxation. Bharat Law House.
- OECD (2017). Model Convention on Income and Capital.
- OECD (2022). Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations.
- OECD (2020). Tax Challenges arising from Digitalisation – Economic Impact Assessment: Inclusive Framework on BEPS.
- UNCTAD (2021). World Investment Report.
- United Nations (2017). Department of Economic and Social Affairs, United Nations Model Double Taxation Convention between Developed and Developing Countries.
- Vijayasarathy, D. Fundamentals of International Taxation. Bharat Law House.
- https://www.oecd.org/tax/beps/beps-actions/

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