

DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-4)

DSE 4: INTEGRATED MARKETING COMMUNICATION

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 4)	4	3	1	0	Class XII	Basics of marketing

Learning Objectives

- To equip the learners with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program.
- To explore the learners about various tools of IMC and the importance of coordinating them for an effective marketing communications program.

Learning Outcomes

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

- Understand the purpose and importance of IMC and Social and ethical aspects of IMC.
- Develop the creative aspects of advertising and media strategy.
- Analyse the concepts of the choice of different elements of IMC
- Evaluate the effectiveness of the promotional program, Social and Cultural consequences, Economic effects of advertising.

SYLLABUS OF DSE 4

Unit 1: Introduction to IMC and the Communications Process (9 Hours)

Evolution of IMC and reasons for its growth, promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing Process, Communication Process; Traditional & Alternative Response Hierarchy models. Setting objectives for the IMC Program, Establishing and Allocation of Promotional budget. Social and ethical aspects of IMC.

Unit 2: Creative and Media Strategy (12 Hours)

The Creative Process, Inputs to the Creative Process, Advertising Appeals, Media planning and scheduling; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; introduction to broadcast, print, support media; Digital and Social media marketing.

Unit 3: Others Tools of IMC (12 Hours)

Evaluating Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal

Selling: Objectives and Types of Direct Marketing, Advantages and Disadvantages of Direct Marketing, Objectives of Interactive Media Marketing, Measures of Effectiveness on Internet, Advantages and Disadvantages of Internet, Growth of Sales Promotions, Types of Sales Promotions: Consumer and Trade Promotions, Process, Advantages and Disadvantages of Public Relations, Publicity: Advantages and Disadvantages, Nature, Advantages and Disadvantages of Personal Selling.

Unit 4: Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects (12 Hour)

Measuring Effectiveness: Arguments for and against, Advertising Research – What, When, Where & How, Testing Process. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising.

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

1. Belch, G. E., Belch, M. A., & Purani, K. (2021). *SIE Advertising and promotion : an integrated marketing communications perspective*, (12th ed). *McGraw-Hill Education*
2. Batra, R., Myers, J.G., & Aaker, D.A. (2002). *Advertising Management*. (5th ed). Prentice Hall India.
3. Moriarty, S., Mitchell, N, Wells, W. D., & Wood, C.(2021). *Advertising & IMC- Principles & Practice*.(11th ed). Prentice Hall.
4. Kazmi, H.H.& Batra, S. K. (2008). *Advertising and Sales Promotion*. (3rd ed). Excel books.

Suggestive Readings (latest edition of readings to be used)

1. Russel, R., Lane, J., & Thomas. W. (2002). *Kleppner's Advertising Procedure*. (15th ed). Pearson Custom Publishing.
2. Clow, K. E., & Baack, D. (2017). *Integrated Advertising, Promotion and Marketing Communication*. (8th ed). Prentice Hall.

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

DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-5)

DSE 5: BRAND MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 5

Unit 1: Introduction to Brand Management

(12 Hours)

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

Unit 2: Developing Brand Equity

(9 Hours)

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

Unit 3: Developing Brand Elements

(9 Hours)

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements - Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & jingles, Packaging. Designing Marketing Programs to build Brand Equity: New perspectives on Marketing, Product Strategy, Pricing Strategy and Channel Strategy. Leveraging Secondary Brand Associations to build Brand Equity: Conceptualising the leveraging Concept, Company, Country of Origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsements, Sporting, Cultural and Other Events.

Unit 4: Managing Brand Overtime

(12 Hours)

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

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

1. Keller, K.L., Parameswaran, Ambi M.G., & Jacob, I. (2016). *Strategic Brand Management, Building, Measuring & Managing Brand Equity*. 4th edition. Pearson.
2. Verma, H. V. (2007). *Brand Management: Text and Cases*. 2nd edition. Excel Books India.
3. Kapferer, J.N. *The New Strategic Brand Management –Advanced Insights and Strategic Thinking*. (5th ed.). London: Kogan Page.
4. Sengupta, S. (2004). *Brand Positioning: Strategies for Competitive Advantage*. 2nd edition. McGrawHill Higher Education.

Suggestive Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-6)

DSE 6: SALES AND DISTRIBUTION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objective

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

Learning Outcomes

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

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

SYLLABUS OF DSE 6

Unit 1

(9 Hours)

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

Unit 2

(12 Hours)

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

Unit 3**(12 Hours)**

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

Unit 4**(9 Hours)**

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

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

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

Suggestive Readings (latest edition of readings to be used)

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

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DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-10)

DSE 10: INTERNATIONAL MARKETING

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Marketing (DSE 10)	4	3	1	0	Class XII	Basics of Marketing

Learning Objectives

- Identify and understand the various cultural and regional variables (and their degree of impact) and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact.
- Understand the nuances of international marketing related activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.
- Anticipate changes in the operating environment of a business on a global level.
- Read, understand, relate and be able to utilise/implement the ideas of great thinkers and researchers in the field of global business, marketing and management.

Learning Outcomes

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

- Identify the key skills that a (good) business (international) manager should have.
- Articulate factors that promote business and business environments.
- Implement various tools and actions for a beneficial situation within a given operating (business) environment.
- Fundamentals of sustainable (profitable) business growth with focus on international expansion, operating in multiple markets, new business opportunities and market analysis.
- Articulate the various support systems that a business can use and access (governmental interventions and policies; operating market level advantages such as access to capital, quality and quantity of labour available; availability of land; size, purchasing power and buying behaviour of the target market; MNC level advantages; etc.)

SYLLABUS OF DSE 10

Unit 1

(9 Hours)

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

Unit 2

(12 Hours)

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

Unit 3**(12 Hours)**

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

Unit 4**(12 Hours)**

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

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

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Joshi, Rakesh Mohan: International Marketing, Oxford University Press.

Suggested Readings (latest editions of readings to be used)

1. Keega, Warren J. (2010). *Global Marketing Management*. (15 edition). Prentice Hall India.
2. Muhlbache, Hans. (1999). *International Marketing-A Global Perspective*. (2 edition). Cengage Learning.
3. Varshney & Bhattacharya. (2015). *International Marketing Management*. Sultan Chand & Sons.

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DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-11)

DSE 11: SUPPLY CHAIN MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Supply Chain Management (DSE 11)	4	3	1	0	Class XII	Basics of Marketing

Learning Objectives

- Explain the primary differences between logistics and supply chain management.
- Describe the key processes involved in supply chain management and their interrelationships within individual companies and across the supply chain.
- Evaluate the management components of supply chain management, including procurement, production, transportation, and warehousing.
- Identify and analyze the tools and techniques useful in implementing supply chain management, such as demand forecasting, inventory management, and supplier relationship management.

Learning Outcomes

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

- Define supply chain management and its key activities.
- Define the competitive and supply chain strategies.
- Explain the role of supply chain in business operations and how to deal with challenges in it.
- Assess the effectiveness of different strategies for addressing supply chain challenges.
- Analyse the factors that influence supply chain performance.
- Develop a plan to integrate different components of supply chain.

SYLLABUS OF DSE 11

Unit 1: Introduction to Supply Chain Management. (9 Hours)

Basic concept, Transportations, Inventory, Warehousing, Managing logistics, Challenges in supply chain management, Trends in supply chain management, Impact of business environment on supply chain management.

Unit 2: Supply Chain Strategies (12 Hours)

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit.

Unit 3: Supply Chain Integration (12 Hours)

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain (CPFR Model), SCORE Model, Quality Control, Managing inventory in SC environment: Transportation in SC environment.

Unit 4: Strategic Alliances

(12 Hours)

Strategic Alliances, Third party and fourth party logistics, Reverse Logistics, Retailer- Supplier partnerships (RSP), Contract Sharing, Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

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

1. Ballou, R. H., & Srivastava, S. K. (2007). *Business Logistics/supply Chain Management: Planning, Organizing, and Controlling the Supply Chain*. Pearson Education India.
2. Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*.
3. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R.(2008). *Designing and Managing the Supply Chain*. Tata McGraw Hill, New Delhi.
4. Sahay, B.S. (2006), *International Journal of Physical Distribution & Logistics Management*, Vol. 36 No. 9.

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DISCIPLINE SPECIFIC ELECTIVE - MARKETING (DSE-12)

DSE 12: PRODUCT MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

- Develop competencies required for managing products.
- Understanding of methods and iterative processes to build and deliver superior value to target users.

Learning Outcomes

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

- Understanding marketing orientation of a firm, category environmental analysis, global factors affecting product management.
- Analyze the financial, competitive, and growth prospects for a sector.
- Gather and utilize customer insights to develop a thorough product strategy.
- Develop skills to lead product teams and inspire stakeholders.

SYLLABUS OF DSE 12

Unit 1: Introduction to Product Management

(12 Hours)

Marketing organization - Product focused, Market focused, functionally focused; Global factors affecting product management and adapting marketing organizations. The Marketing planning process -Steps and components. Defining the competitive set, levels of market competition – form, category, generic, budget; Methods for determining competition. Category environmental analysis – Porter’s five forces and PESTEL.

Unit 2: Competitor Analysis, Customer Analysis and Sales Forecasting

(12 Hours)

Competitor Analysis – Various sources of information, creating a product features mix, assessing competitor’s objectives and strategies, Competitor marketing strategy and differential advantage analysis; Customer analysis – understanding customers and segmentation analysis; Market Potential and Sales Forecasting – Overview, Methods of Estimating Market and Sales Potential, Sales forecasting methods - Level of Accuracy Needed, Judgment-Based Methods, Customer-Based Methods, Sales Extrapolation Methods, Model Based Methods: Using Regression Models for Forecasting, Developing Regression Models.

Unit 3: Product Strategy, Positioning, and Pricing

(12 Hours)

Developing the Product Strategy – Overview, elements, objectives and selection of product alternatives, Positioning – process and product core benefit recognition and communication; Adapting product strategy over the PLC; New Products; Pricing – Role of Marketing Strategy in Pricing, psychological aspects of pricing, Factors affecting price, Pricing tactics.

Unit 4: Integrated Marketing Communication and Marketing Metrics (9 Hours)

Integrated marketing communication – Objectives, budgets and evaluation; Channel Management – selection, types and monitoring; Marketing Metrics – Overview, Framework for Marketing Metrics, Measurement – Customer-Based Metrics, Product-Market Metrics, Financial Metrics, Marketing Mix Metric.

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

1. Lehmann, D. R., Winer, R.S. Product Management. McGraw Hill Irwin.

Suggestive Readings (latest edition of readings to be used)

1. LeMay, M. Product management in practice: a real-world guide to the key connective role of the 21st century. O'Reilly Media, Inc.
2. Kotler, P. & Keller, K. L. Marketing Management, Pearson.
3. Kotler P, Armstrong G., Agnihotri P.Y & Ul Haq, E. Principles of Marketing - A South Asian Perspective, Pearson.

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

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

DSE 2: RECRUITMENT AND SELECTION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 2

Unit 1: Introduction to Recruitment

(12 hours)

Work: Meaning, Evolution of Work Structure, Organizing and Logistics, Strategic Job Redesign, Role of HR in workforce planning and assessment, Recruitment: Concept, internal & external sources with benefits and limitations, Factors affecting recruitment, Designing external job posting.

Unit 2: Introduction to Selection

(12 Hours)

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

Unit 3: International approach to Recruitment and Selection

(12 Hours)

International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques;

Successful expatriation, Causes of expatriate failure, female expatriation, Compensation of Expatriates.

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

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

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

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

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

DSE 3: WORKFORCE DIVERSITY

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Workforce Diversity (DSE 3)	4	3	1	0	Class X11	Basics of Organisational Behaviour

Learning Objective

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

Learning Outcomes

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

- Understand the core concepts of workforce diversity and its significance.
- Understand how to develop strategies to manage diversity through training and mentoring and other programs.

- Analyze the fundamentals of global workforce diversity and ethical and legal issues in managing diversity.
- Evaluate the relationship between workforce diversity and various functions of human resource management.

SYLLABUS OF DSE 3

Unit 1: Introduction of Workforce Diversity (12 hours)

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

Unit 2: Strategies to Manage Diversity (9 hours)

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

Unit 3: Global Workforce Diversity (12 hours)

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

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

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

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

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

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

DSE 4: NEGOTIATIONS

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Negotiations (DSE 4)	4	3	1	0	Class X11	Basics of Organisational Behaviour

Learning Objective

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

Learning Outcomes:

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

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

SYLLABUS OF DSE 4

Unit 1: Negotiation Meaning and Styles

(12 Hours)

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

Unit 2: Negotiation Styles and Skills

(12 Hours)

Negotiation Styles: Meaning, Types, Developing Effective Negotiating Style; Communication in Negotiation: Defining Communication, Kinesthetic Communication, Decoding Communication for Negotiation; Persuasion in Negotiations: Theory and Tactics; Perception and Cognition: Perceptual Distortion, Cognitive Biases in Negotiation, Managing misperception and cognitive

biases in negotiation; Finding and Using Power in Negotiation: Importance, Definition, Sources of Power; Negotiation Ethics.

Unit 3: Relationships in Negotiation

(12 Hours)

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

Unit 4: Multiple Parties, Groups and Teams in Negotiation

(9 Hours)

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

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

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

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DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-9)

DSE 9: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Human Resource Management (DSE 9)	4	3	1	0	Class X11	Basics of Human Resource Management

Learning Objectives

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

Learning Outcomes:

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

- Understand the impact of culture on Human Resource Management, how HRM differs across cultures and comprehend issues and challenges pertaining to International HRM.
- Understand how International HR managers can develop competencies in dealing with cross-cultural issues.
- Analyse the fundamentals of International HRM planning and staffing.
- Analyse the key elements of International HR performance appraisal and selection.
- Evaluate the functional role of HRM in International HR training and development and industrial relations.

SYLLABUS DSE 9

Unit 1: Cultural issues in International HRM (9 Hours)

Introduction to concepts of Culture and Nationality; Impact of culture on International Business Environment; Hofstede's approach; cross cultural differences at work; strategies to managing workforce diversity; Diversity management programme; International Human Resource Management: Difference between domestic and international HRM.

Unit 2: International HRM Planning and Staffing (12 Hours)

International Workforce planning and staffing: Issues in supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

Unit 3: International HR Performance Appraisal and Selection (12 Hours)

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

Unit 4: International HR Training and Development and Industrial Relations (12 Hours)

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNCs, Employee relations in MNCs, Response of labour unions to MNCs.

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

1. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
2. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management*. Cengage Learning.
3. Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
4. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
5. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

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

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-10)**DSE 10: COMPENSATION MANAGEMENT****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Compensation Management (DSE 10)	4	3	1	0	Class X11	NO

Learning Objectives

- To familiarize learners about concepts of compensation management
- To use these concepts in attracting, retaining and motivating employees for higher performance.

Learning Outcomes

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

- Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.
- Understand incentive systems and non-economic rewards.
- Understand International aspects of Compensation
- Evaluate the implications of components of compensation on performance of the employees.

SYLLABUS DSE 10**Unit 1****(12 hours)**

Conceptual dimensions of Wage, Compensation, and Rewards; Labour Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques, Forms of Pay, Pay models, surveying market pay and compensation practices, designing the survey, sources of third party data, Job pricing, Determining the pay structure, determining rates of pay; Individual and Group Incentive, team-based pay: kinds of teams, skills, knowledge and competency based pay, sales incentive plans: salary plus commission, special sales incentives plan.

Unit 2**(12 hours)**

Company Wage Policy: Wage Components, Wage Determination, Pay Grades, Wage Surveys, Modern trends in compensation - from wage and salary to cost to company concept. Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

Unit 3**(12 hours)**

Benefits and Services: Benefit Administration, Employee Benefits and Employee Services, Funding Benefits through VEBA, Costing benefits, Flexible Compensation Benefits/Benefits

plan, Pay Delivery Administration: Budget process, administration of pay, other administrative issues, due process, statutory benefits including occupational health care, employee welfare and retirement benefits; executive compensation: executive golden parachutes, International compensation managing variations, Expatriate Pay.

Unit 4

(9 hours)

Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment advisory, Tax planning, Insurance, Wellness, Short and long term incentives: premium and differentials, qualified deferred compensation arrangements: social security, pension plans, profit sharing, Employee Recognition and Motivation.

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

1. Malkovich & Newman, *Compensation*. McGraw Hill. (12 ed.)
2. Dessler G., *Human Resource Management*. Prentice Hall.(12 ed.)
3. Henderson R., *Compensation Management in a Knowledge Based World*. Prentice Hall. (10 ed.)
4. Bergman T., *Compensation Decision Making*, Thompson Learning
5. Chhabra T. & Rastogi S. *Compensation Management*. Sun India Publications

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

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-11)**DSE 11: HRD SYSTEMS AND STRATEGIES****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
HRD : Systems and Strategies (DSE 11)	4	3	1	0	Class X11	Basics of Human Resource Management

Learning Objectives

- To equip learners with knowledge of HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.
- To familiarize learners with topics like the HRD process, various approaches to HRD and career management and development.

Learning Outcomes

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

- Understand the relationship between HRM and HRD, areas of training, education and development.
- Develop an understanding of the HRD interventions and HRD diversity management.
- Apply the various approaches for motivation in HRD.
- Analyse the high work performance work system, balanced score cards and integrating HRD with technology.

SYLLABUS OF DSE 11**Unit 1: Human Resource Development (HRD)****(12 hours)**

Concept; Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development.

Unit 2: HRD Process**(12 hours)**

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs; HRD interventions: Integrated Human Resource Development systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

Unit 3: Approaches to HRD**(12 hours)**

Leadership development; Action learning; Assessment Centers; Motivation approaches for HRD; Industrial relations and HRD: role of Trade Unions.

Unit 4: Career Management and Development

(9 hours)

Coaching and mentoring; Employee coaching, mentoring and counselling; Competency mapping;

High Performance Work Systems; Balanced Scorecard; Integrating HRD with technology.

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

1. Udai,P. & Rao T.V, (2015). *Designing and Managing Human Resource System*, (3rd ed) Oxford IBH.
2. Rao T.V & Nair M.R.R, *Excellence through Human Resource Management*, Tata Mcgraw.
3. Leonard,N.,*Corporate Human Resource Development*, Van Nostrand Reinhold/ASTD New York.
4. Werner,M.J.,& Desimone,L.R (2011). *Human Resource Development*, (6th ed) Oxford IBH Pub.
5. Swanson,A.R.,& Holton,F.E.,(2009) *Human Resource Development*, (2nd ed) Berrett Koehler Pub.
6. Thomas,G., Guire,D.& Dooley,M,L. (2011). *Fundamentals of Human Resource Development*, Sage Pub.
7. Mankin, D, (2009). *Human resource development*, Oxford University Press India.
8. Haldar, U. K, (2009). *Human resource development*, Oxford University Press India.

Note: Latest edition of the readings may be used.

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

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-12)

DSE 12: ORGANISATIONAL CHANGE AND DEVELOPMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Organisational Change and Development (DSE 12)	4	3	1	0	Class XII	Basics of Organizational Behaviour and Human Resource Management

Learning Objectives

- To familiarize the learners with fundamentals of organisational change and change processes.
- To acquaint learners with concepts of organisational development and various interventions for an effective organisational development process.

Learning Outcomes

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

- Understand the Management of Organizational Change, types of change, resistance to change, various models of change.
- Apply the concept of OD, relevance of OD for managers.
- Analyse the process of OD and comprehensive OD interventions.
- Evaluate the types and methods of evaluating OD intervention, emerging trends in OD.

SYLLABUS OF DSE 12

Unit 1: Change Process and Models

(12 hours)

Overview of Organisational Change, Strategies for change Types of Changes: internal and external, Model of Change Levin's change model, Action research model, Positive model, Systems model, Action Research as a Process, Resistance to Change, Overcoming resistance to change.

Unit 2: Organisational Development

(12 hours)

Organisational Development (OD): Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for managers, Assumptions of OD.

Unit 3: Process of OD and OD Interventions

(15 hours)

Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third- party peacemaking interventions, Comprehensive OD interventions, Structural Interventions.

Unit 4: Evaluating OD Interventions

(6 hours)

Evaluation, Types of Evaluation, Methods of Evaluating Interventions. Future of

OD: Organisational Development and Globalization, Emerging Trends in OD.

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

1. French, W.L., Bell, C.H. & Vohra V, (2017) *Organization Development: Behavioral Science Interventions for Organization Improvement*, (Revised 6th Ed). Pearson.
2. Hackman, J.R. & Suttle, J.L., (1977) *Improving Life at Work: Behavioural science approach to organisational change*, Goodyear, California.
3. Harvey, D.F. & Brown, D.R. (2006) *An experimental approach to Organization Development*, (7th Ed). Prentice-Hall, Englewood Cliffs, N.J.
4. Anderson, D.L., (2011). *Organizational Development: The process of leading organizational change*, (4th Ed)., Sage Publications.
5. Rothwell, W. J., Stavros, J.M. & Sullivan R.L. (2015). *Practicing Organization Development: Leading Transformation and Change*. (4th Ed). Wiley

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

DSE 4: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

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

Learning Objectives

- This course is designed to provide an understanding of the corporate restructuring, mergers and acquisitions with the basic methods of valuation, methods of payment and financing options at global level.

Learning Outcomes

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

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

SYLLABUS OF DSE 4

Unit I: Corporate Restructuring – An Overview

(11 Hours)

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

Unit II: Merger & Acquisition

(12 Hour)

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

Unit III: Deal Valuation and Evaluation

(11 Hour)

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

Unit IV: Legal and Regulatory Framework of M&A

(11 Hour)

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

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

1. Weston, F., Chung, Kwang S. and Siu, Jon A. (1998): *Takeovers, Restructuring and*

Corporate Governance. Pearson Education.

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

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-5)

DSE 5: INVESTMENT BANKING AND FINANCIAL SERVICES

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

Learning Outcomes

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

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

SYLLABUS OF DSE 5

Unit I: Introduction to Investment Banking

(11 Hours)

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment Banking;

SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.

Unit II: Issue Management

(11 Hours)

Issue Management: Public Issue, classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process; Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

Unit III: Financial Services 1

(12 Hours)

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

Unit IV: Financial Services 2

(11 Hours)

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

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

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

Suggestive Readings (latest edition of readings to be used)

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

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-6)

DSE 6: EARNINGS MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives

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

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

Learning Outcomes

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

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

SYLLABUS OF DSE 6

Unit I: Ratios and Forecasting

(11 Hours)

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

Unit II: Earnings Management

(12 Hours)

Overview of earnings management: Means, motive, opportunity, how managers actually make their earnings look better, their incentives for manipulating earnings, and how they get away with it. Revenue recognition red flags: revenue before cash collection. Revenue recognition red flags: revenue after cash collection. Expense recognition red flags: capitalizing vs. expensing. Expense recognition red flags: Reserve Accounts and write-offs.

Unit III: Big Data and Prediction Models

(11 Hours)

Overview: Big Data and Prediction Models. Discretionary Accruals Models: Model the Non-Cash

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

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

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

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

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

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-9)

DSE 9: BUSINESS ANALYSIS AND VALUATION

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 Analysis and Valuation (DSE 9)	4	3	1	0	Class XII	Basic knowledge of accounting and Finance

Learning Objectives

- This Paper will enable the learners to analyze the health of a company through their annual reports, through management quality analysis, and will equip them to understand what an asset is worth and what determines that value.
- Learners will understand the issues and challenges faced during the valuation of assets especially in conditions of uncertainties.

Learning Outcomes

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

- Remember the various elements of the Income statement and Balance sheet.
- Understand the importance and relevance of the Annual Report of a Company.
- Apply both qualitative (beyond balance sheet) and quantitative information available in the annual reports for determining the financial health of the company, Banks and NBFC.
- Analyze the various methods of Equity and Firm valuations both in certain and risky conditions.
- Evaluate the practical application of different valuation models in valuing equity and firm through modelling of these methods using excel.

SYLLABUS DSE 9**Unit 1: Analysis of Corporate Financial Statements****(11 Hours)**

Income statements and Balance sheets analysis through Ratio, Du-Pont analysis. How to read the Annual report of a company to evaluate the financial soundness of the company? Financial statements analysis of manufacturing, service sector (Using Excel). Beyond Balance Sheet Analysis: What does the company do? Who are its promoters? What are their backgrounds? What do they manufacture (in case of service company which services they offer)? Who are the company's clients or end- users? Who are their competitors? Who are the major shareholders of the company? Do they plan to launch any new products/service? Do they plan to expand to different countries? What is the revenue mix? Which product sells the most? Do they operate under a heavy regulatory environment?

Unit 2: Introduction and Approaches of Valuation**(11 Hours)**

Introduction to Valuation: Philosophical Basis for Valuation, Generalities about Valuation, Role of Valuation. Approaches to Valuation: Discounted Cash Flow Valuation – basis for DCF, categorization of DCF models, Applicability and Limitations of DCF models. Relative Valuation – basis for approach, categorization of relative valuation models, applicability and limitations of multiples.

Unit 3: Dividend Discount Model and Discounted Cash Flow Valuations (12 Hours)

Estimating Discount Rates – Cost of Equity and Cost of Capital. Betas: Historical Market Betas, Fundamental Betas, Bottom-Up Betas, Accounting Betas, Unlevered Beta and Levered Beta. Dividend Discount Models (DDM): Two-Stage and Three Stage Dividend Discount Model. Issues in using the Dividend Discount Model. Free Cash Flow to Equity (FCFE) Discount Models: Free Cash Flows to Equity, FCFE Valuation Models – Constant Growth, Two Stage FCFE Model. FCFE Valuation Vs. Dividend Discount Model Valuation. Firm Valuation: Free Cash Flow to the Firm (FCFF), Firm Valuation Approaches: The Cost of Capital Approach, The Adjusted Present Value (APV) Approach, Cost of Capital Vs. APV Valuation. Applied Valuation of a Company using Excel.

Unit 4: Relative Valuation and Multiples**(11 Hours)**

Relative Valuation: Concept, Reasons for popularity and potential pitfalls. Standardized Values and Multiples (brief overview) – Earnings Multiples, Book Value Multiples, Revenue Multiples, and Sector-specific Multiples. Basic Steps to using Multiples. Select Multiples – Price-Earnings (PE) Ratio, PEG Ratio, Price to Book Ratio, Enterprise Value to EBITDA Multiple, Enterprise Value/Sales, Enterprise Value/Book Value, Tobin's Q. Reconciling Relative and Discounted Cash Flow Valuation.

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

1. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd.
2. Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. Damodaran, Investment Valuation, Tools and Techniques for determining the value of any asset, 3rd Edition, Wiley India Pvt. Ltd.

Suggestive Readings (latest edition of readings to be used)

1. K. G., CA, & Sehrawat, N. K (2018). Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd,
2. Damodaran, Corporate Finance (2000) – Theory and Practical, 2nd Edition, Wiley India Pvt. Ltd.

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-10)

DSE 10: ADVANCE DERIVATIVES

Credit distribution, Eligibility and Pre-requisites of the Course
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Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Advance Derivatives (DSE 10)	4	3	1	0	Class XII	Basics of options, swaps, interest rates and cryptocurrencies

Learning Objectives

The course will help the learner to:

- Learn how to calculate and apply different options Greeks (delta, gamma, rho, theta, and Vega) for stocks and currencies, and how to use Delta and Gamma hedging techniques.
- Understand the concept of swaps, interest rate futures, and credit default swaps, their valuation, and their use in managing risk.
- Get acquainted with exotic options and their various types, such as gap options, barrier options, and Asian options, among others.
- Explore cryptocurrencies, including Bitcoin, Ethereum, EOS, Litecoin, and Ripple, and their futures and options contract specifications, as well as SWAP contracts.
- Gain knowledge of cryptography and its role in cryptocurrencies, and learn how to calculate and apply BTC and ETH options.

Learning Outcomes

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

- Analyze and evaluate the risk characteristics of various financial instruments, including stock options, currency options, swaps, interest rate futures, and exotic options.
- Apply knowledge of Greeks (delta, gamma, rho, theta, and Vega) to make informed decisions on option pricing, hedging, and portfolio management.
- Create and implement strategies for delta hedging, gamma hedging, and making a portfolio delta/gamma neutral.
- Evaluate the value and risk of nonstandard American options, gap options, forward start options, cliquet options, compound options, chooser options, barrier options, binary options, lookback options, shout options, Asian options, options to exchange one asset for another, and basket options.

- Analyze and evaluate the risks and benefits of investing in cryptocurrencies, including Bitcoin, Ethereum, EOS, Litecoin, Bitcoin Cash, and Ripple, and apply knowledge of crypto futures and options to make informed decisions.

SYLLABUS OF DSE 10

Unit 1: Greeks

(11 Hours)

Calculation of delta, gamma, rho, theta and Vega for stock options (with and without dividend) and currency options. Relationship and comparison among stock Greeks. Delta Hedging, Gamma Hedging. Making a portfolio Delta Neutral, Gamma Neutral, Delta positive Gamma Neutral and Delta positive Gamma Neutral.

Unit 2: Swaps & Interest Rate Futures

(11 Hours)

Introduction to Swaps, Interest rate swaps, currency swaps, cross-currency swaps. Understanding Credit default swaps (CDS), Valuation of CDS. CDS: Forwards and Options. Interest rate Futures, Interest rate cap and floor, FRA.

Unit 3: Exotic Options

(11 Hours)

Nonstandard American options, Gap options, Forward start options, Cliquet options, Compound options, Chooser options, Barrier options, Binary options, Lookback options, Shout options, Asian options, Options to exchange one asset for another, Basket options.

Unit 4: Cryptocurrencies

(12 Hours)

Introduction to cryptography & crypto currencies. Introduction of Bitcoin (BTC), Ethereum coin (ETH), Electro-Optical System coin (EOS), Litecoin (LTC), Bitcoin Cash (BCH), Ripple (XRP). Futures Contract Specification: BTC, ETH, EOS, LTC, BCH, XRP. Understanding of these coins with USDT. SWAP contract of BTC & ETH. Introduction and calculation of BTC & ETH options.

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

1. Hull, J. C. (2018). Options, futures, and other derivatives. Pearson Education Limited.
2. Fabozzi, F. J. (Ed.). (2016). Handbook of finance, financial markets and instruments. John Wiley & Sons.
3. Haferkorn, M., Zimmermann, K. F., & Grothe, O. (2018). Value drivers of cryptocurrency: Evidence from bitcoin. Economics Letters, 163, 6-8.
4. Wystup, U. (2016). FX options and structured products. John Wiley & Sons.
- 5.

Suggestive Readings (latest edition of readings to be used)

1. Cryptocurrency Prices | Cryptocurrency List | Market Cap | OKX
2. Buy/Sell Bitcoin, Ether and Altcoins | Cryptocurrency Exchange | Binance
3. Bitcoin and Cryptocurrency Exchange | Huobi Global
4. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
5. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K.
6. Financial Derivatives – An introduction to futures, forwards, options, swaps. Prentice Hall of India
7. McDonald, Derivatives Markets, (latest ed.), Pearson.

8. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
9. Chance, 2003, Analysis of Derivatives for the CFA Program.

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DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-11)

DSE 11: FINANCIAL ECONOMETRICS

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 Econometrics DSE-11	4	3	1	0	Class XII	Basic knowledge of statistics

Learning Objectives

- Understand the statistical properties of financial returns, including their distribution, time dependency, and linear dependency across asset returns.
- Develop knowledge of univariate time series analysis, including the Lag operator, ARMA processes, and the Box-Jenkins approach.
- Gain proficiency in modeling volatility using conditional heteroscedastic models, such as ARCH and GARCH models, and forecasting with GARCH models.
- Learn multivariate GARCH models, including the VEC model, diagonal VEC model, and BEKK model, and estimation of a multivariate model.
- Acquire knowledge of vector autoregressive models, Granger causality tests, and Johansen cointegration tests and their hypothesis testing methods.

Learning Outcomes

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

- Analyze the statistical properties of financial returns and evaluate their distribution, time dependency, and linear dependency across assets using knowledge and comprehension skills.
- Create and apply univariate time series models, including AR, MA, and ARMA processes, using synthesis and evaluation skills to forecast financial returns.
- Develop and estimate conditional heteroscedastic models, such as ARCH and GARCH models, using analysis and evaluation skills to model and forecast volatility.
- Construct and evaluate multivariate GARCH models, including VEC, Diagonal VEC, and BEKK models, using synthesis and evaluation skills to model volatility and correlations.
- Evaluate and apply advanced econometric techniques, including VAR, GCT, and JCT, using analysis and evaluation skills to test hypotheses and model complex relationships in financial time series data.

SYLLABUS OF DSE 11**Unit 1: Statistical Properties of Financial Returns & Univariate Time Series and Applications to Finance (15 hours)**

Introduction Asset Returns, Calculation of Asset Returns (Continuous and discrete both), Compare Continuous return with non-Continuous return and explain its benefits. Facts about Financial Returns, Distribution of Asset Returns, Time Dependency, Linear Dependency across Asset Returns.

Introduction to Univariate Time Series, The Lag Operator, Properties of AR Processes, Properties of Moving Average Processes, Autoregressive Moving Average (ARMA) Processes, The Box-Jenkins Approach.

Unit 2: Modelling Volatility – Conditional Heteroscedastic Models (9 hours)

Introduction to Modelling Volatility, ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model.

Unit 3: Modelling Volatility and Correlations – Multivariate GARCH Models (9 hours)

Introduction to Modelling Volatility and Correlations, Multivariate GARCH Models, The VEC Model, The Diagonal VEC Model, The BEKK Model, Estimation of a Multivariate Model

Unit 4: Vector Autoregressive Models (VAR), Granger Causality Test (GCT) and Johansen Cointegration Test (JCT) (12 hours)

Introduction to VAR, Deep understanding of VAR, Issues in VAR, Hypothesis Testing in VAR. Introduction to GCT, Deep understanding of GCT, Issues in GCT, Hypothesis Testing in GCT. Introduction to JCT, Deep understanding of JCT, Issues in JCT, Hypothesis Testing in JCT.

Essential/ recommended Readings

1. Brooks, C. (2014). Introductory econometrics for finance (3rd ed.). Cambridge University Press.
2. Tsay, R. S. (2010). Analysis of financial time series (3rd ed.). Wiley.
3. Bollerslev, T. (2008). Glossary to ARCH (GARCH). Journal of Economic Perspectives, 15(4), 171-174. doi: 10.1257/jep.15.4.171
4. Engle, R. F., & Kroner, K. F. (1995). Multivariate simultaneous generalized ARCH. Econometric Theory, 11(1), 122-150. doi: 10.1017/S0266466600009063

Suggestive Readings

1. Chris, Brooks (2019). Introductory Econometrics for Finance. Cambridge University Press.
2. Pindyck, Robert S. and Daniel L. Rubinfeld Econometric Models and Economic Forecasts. Singapore: McGraw Hill.
3. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

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DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-14)

DSE 14: International Finance

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
International Finance (DSE 14)	4	3	1	0	Class XII	Basics of Finance

Learning Objectives:

- To equip students with the techniques that can help them in managing the financial issues in international environment.

Learning Outcomes:

- On successful completion of his course, the students will be able to:
- Understand international financial tactics including the international trade, international investment scenario and various kinds of exposures.
- Understand foreign exchange management techniques including hedging, currency arbitrage, etc.
- Manage multinational working capital efficiently and effectively.
- Understand and manage the MNC risk.

Syllabus DSE 14:

Unit 1: International Trade and International Financial Systems. (6 hours) Concept of International Trade, Theories of International Trade. Balance of Payments (BoP) of India. International Monetary System: Different types of Exchange Rate Mechanisms – the Classical Gold Standard, the Gold Exchange Standard, The Bretton Woods System, Current Monetary System.

Unit 2: Forex Market and Forecasting Exchange Rate (15 hours)

Foreign Exchange Management: Forex Market – Spot and Forward market, Quotations – Direct, Indirect and Cross currency; Types of Transactions and their Settlement Dates. Forward rates, Swaps. Discounts and Premiums in Forward Market. Currency Arbitrage in Spot Markets.

Exchange Rate Determination and Forecasting: Models of Exchange Rate Forecasting, Purchasing Power Parity, The Fisher Effect, The International Fisher Effect, Interest Rate Parity Theory, Forward Rate as an Unbiased Predictor. Factors affecting Exchange Rates.

Unit 3: Managing Foreign Exchange Exposures (12 hours)

Foreign Exchange Exposures – Translation Exposure, Economic Exposure, and Transaction Exposure. Management of Translation Exposure – Alternative Currency Translation Methods. Management of Economic Exposure – Measuring Economic Exposure, Managing Operating Exposure. Management of Transaction Exposure – Forward Market Hedge, Money Market Hedge, and Options Market Hedge.

Unit 4: Multinational Financial Management**(12 hours)**

International Project Appraisal – APV method. Multinational Working Capital Management: Multinational Cash Management (Bilateral and Multilateral Netting). Measuring and Managing Political Risk. International Investment Management: International Portfolio Investment – The Risks and Benefits of International Equity Investing, International Diversification, International Bond Investing, Optimal International Asset Allocation, Measuring Returns from Foreign Portfolio Investment. Raising Funds from abroad – GDR, ADR, Euro bonds, and Global bonds.

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

1. PG Apte; *International Financial Management*, Tata McGraw Hill.
2. Alan C. Shapiro, *Multinational Financial Management*, Prentice Hall.

Suggestive Readings (latest editions of readings to be used)

1. Eun Cheol S. and Resnick, Bruce G. “*International Financial Management*”, McGraw Hill.
2. Maurice D. Levi, “*International Finance*”, Routledge, Taylor & Francis Group.

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-15)**DSE 15: Derivatives and Financial Risk Management****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Derivatives and Financial Risk Management (DSE 15)	4	3	1	0	Class XII	Basics of Finance

Learning Objectives:

- To equip students with principles and techniques of Derivatives and its Greeks, and Risk Management through stock market.

Learning Outcomes:

- Understand derivative such as forward, futures, options, trading strategies etc.
- Understand risk Management using forward, futures, options.
- Understand option pricing models

Syllabus DSE 15

Unit 1: Spot, Forwards and Futures

(12 hours)

Define Risk. Managing Risk. Type of Risks. Introduction of Spot Market. History of derivatives and origin of derivatives in India. Convergence of Spot and Futures. Participants of Derivatives Markets. Valuation of Forwards and Futures. Contango and Backwardation. Hedging: Long security-sell futures, Speculation: With and Without derivative market, Arbitrage: Buy spot-sell futures & Sell Spot-Buy futures.

Unit 2: Risk Management with Currency Market & Commodity Market

(12 hours)

Currency futures: understand and valuation, Quotations- direct, indirect. Calculation of Bid & Ask in cross currency Pair. Hedging with futures: Concept of Basis & impact of change in basis on Payment/receivables. Hedging with Forwards: Early Delivery, Early Cancellation, Early Extension, Maturity Cancellation and Maturity Extension. Commodity Futures: understand and valuation: understand and valuation. Valuation of Commodity futures. Managing risk with Commodity Futures.

Unit 3: Options and Trading Strategies

(12 hours)

Options: Type – Call and Put of European options and their payoffs. Calculation of P/L in Option Trade. Factors affecting option Prices. Upper Bound and Lower Bound of Call and Put option with and without dividend. Put – call parity theorem. Spreads (Bull, Bear, Box, Butterfly and Calendar Spread), combinations (Straddle, Strangle, Strip, Straps).

Unit 4: Option Valuation & Managing Risk with Option

(9 hours)

Binomial model: One Period, Two Period and multiple Period. Black-Scholes option model (For stock and currency both) with and without dividend. Managing Delta, Delta zero portfolio, Managing Gamma, Delta zero & Gamma zero portfolio.

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

1. John C. Hull. *Options, Futures and Other Derivatives* (Eighth ed.). Pearson Education.

Suggestive Readings (latest editions of readings to be used)

1. [https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20\(new%20workbook%20effective%2021-Feb-2012\).pdf](https://www.bseindia.com/downloads/Training/file/NISM-Series-I%20Currency%20Derivatives%20(new%20workbook%20effective%2021-Feb-2012).pdf)
2. Jurgen Franke, Wolfgang Hardle and Christian Hafner. *Introduction to Statistics of Financial Markets*.
3. R. Madhumathi, M. Ranganatham. *Derivatives and risk management* (1st ed.) Redhead.
4. K. Financial Derivatives- *An introduction to futures, forwards, options, swaps*. Prentice Hall of India.
5. McDonald, *Derivatives Markets*, (latest ed.), Pearson.
6. Robert Reitano, 2010, *Introduction to Quantitative Finance*, MIT Press.
7. Chance, 2003, *Analysis of Derivatives for the CFA Program*

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

DISCIPLINE SPECIFIC ELECTIVE -FINANCE (DSE-16)**DSE 16: Strategic Corporate Finance****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Strategic Corporate Finance (DSE 16)	4	3	1	0	Class XII	Basics of Finance

Learning Objectives:

- Understand the details of corporate finance and the strategies involved in corporate decisions.
- Develop understanding of corporate issues and challenges.

Learning Outcomes:

- To understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization
- To enable students to employ risk and sensitivity analysis on real time basis on varied projects.
- To enable the student to identify the key themes in corporate finance.

Syllabus DSE 16:**Unit 1: Introduction to Strategic Corporate Finance****(9 Hours)**

Significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs, Irrelevant costs, Different types of strategic costing and their relevance and Strategic cost reduction techniques.

Unit 2: Real Options and Management Buy-outs**(12 Hours)**

Real options: Financial and real options compared, various types of real options, the Black Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.

Management Buy-outs: Establishing feasibility of the buy-out, Negotiation, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders.

Management Buy-ins: Management Buy-in/Buy-outs ("BIMBOs"), Vendor-initiated buyouts/buy-ins.

Unit 3: Fundraising, Financial Distress & Restructuring, Company Disposal (15 Hours)

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy. Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching and negotiation, calculation of the various tax implications.

Unit 4: Company Valuation

(9 Hours)

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, Value enhancement tools & techniques. Strategic risk management: the substitutability of capital structure and risk management choices, financial, physical, and operational hedging.

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

1. Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure; John Wiley & Sons, Inc.
2. Aswath Damodaran: Corporate finance theory and practice; John Wiley & Sons.
3. Jakhotia: Strategic Financial Management, Vikas Publication.

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

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

DSE 4: INDIA AND THE WORLD ECONOMY

Credit distribution, Eligibility and Pre-requisites of the Course

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

Learning Objectives:

The paper aims at providing an overview of economic policies and business environment in the domestic and world arena. learners get deep insight into the stylized economic facts on the main dimensions of the domestic and global economy.

Learning Outcomes:

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

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

SYLLABUS FOR DSE 4

Unit 1: Overview of the Indian Economy

(9 Hours)

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

Unit 2: Regulatory Structures in India

(12 Hours)

Industrial Policy, Industry Analysis: Textiles, Electronics and Automobiles, Industry Analysis— FMCG, Chemicals and Pharmaceutical Sectors. Industrial Policy Statement, 1991, Objectives, Features, Micro, Small and Medium Industries and Policies, India's Industrial Progress After 1991, Performance of Small and Medium Enterprises (SME) Sector, Review of Economic Environment in Industrial Sector, Policies on Foreign Direct Investment in India, Foreign Exchange Regulation Act, Recent Industrial Policy Outlook.

Unit 3. World Economy**(12 Hours)**

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

Unit 4: Global Operating Environment**(12 Hours)**

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

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

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

Suggestive Readings (latest editions of readings should be referred to)

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-5)
DSE 5: MULTINATIONAL BUSINESS FINANCE
Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Multinational Business Finance (DSE 5)	4	3	1	0	1 st Year Undergraduate	Basics of Accounting

Learning Objectives

The course will help the learner to:

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

Learning Outcomes

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

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

SYLLABUS FOR DSE 5
Unit 1: Introduction
(12 Hours)

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

Unit 2: Forex Markets
(9 Hours)

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

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

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

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

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

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

Essential/ recommended Readings (latest editions should be referred to)

1. Eiteman, David K., Stonehill, Arthur I., and Moffett, Michael H (2021). *Multinational Business Finance*. (15th Ed.). Pearson.
2. Alan C. Shapiro, P. H. (2019). *Multinational Financial Management*. (11th, Ed.) Wiley.

Suggestive Readings (latest editions should be referred to)

1. Levi, M. D. (2009). *International Finance*. Taylor & Francis.
2. Madura, J. (2018). *International Financial Management*. (13th, Ed.) Cengage Learning.
3. Buckley, A(2004). *Multinational Finance*. (5th, Ed.). Pearson Education.

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

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

DSE 6: TRANSNATIONAL HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Transnational Human Resource Management (DSE 6)	4	3	1	0	1 st Year Undergraduate	Fundamentals of Management and Organisational Behavior

Learning Objectives:

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

Learning Outcomes:

Upon completion of the course a learner will be able to:

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

SYLLABUS FOR DSE 6**Unit I: Cross-Cultural issues in HRM****(12 Hours)**

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

Unit II: Staffing for Global Operations**(12 Hours)**

International Workforce planning and staffing: Issues in supply of international human resources; Low-cost labour and global staffing; International Recruitment; International staffing choices, Multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Training employees for international assignments; Successful expatriation, Causes of expatriate failure, female expatriation. Repatriation management. Ethical and legal issues in use of low-cost labour. Regulations relevant to the use of low-cost labour from outside the country. Challenges in transferring culturally sensitive business practices across borders. Issues pertinent to hiring local employees for international operations. Strategic fitment for international assignments and operations. Challenges in managing global teams.

Unit III: Performance Appraisal for Global Employees**(12 Hours)**

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

of taxation relevant to compensation for expatriates: tax equalization, tax protection, currency fluctuations

Unit IV: Global Context of Training and Industrial Relations

(9 Hours)

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

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

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

Suggestive Readings

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

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-10)

DSE 10: CORPORATE TAXATION AND GLOBAL COMPANIES

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 Taxation and Global Companies (DSE 10)	4	3	1	0	2 nd Year Undergraduate	Basics of Finance and Accounting

Learning Objective

- The objective of this course is to acquaint learners with the international corporate taxation structure and its implications on companies.

Learning Outcomes

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

- Explain the concepts of International taxation.
- Describe the treaties and conventions governing the international taxation.
- Apply the knowledge, improve their understanding of international taxation and identify and evaluate the impact of different tax planning scenarios.
- Prepare for work within an international tax environment in a multinational firm

SYLLABUS FOR DSE 10**Unit 1: Introduction to Corporate Taxation****(12 Hours)**

Definition of corporate, types of companies: domestic company and foreign company, tax rate and additional benefits, corporation not seeking any incentives / exemption; corporation seeking incentives / exemptions and new manufacturing companies.

Sources of Income of a company: Profits earned from the business, Capital gains, Income from renting property, Income from other sources like dividend, interest etc.

Corporate tax rate for domestic companies and foreign companies, tax rates, Section 115BA, 115BAA, 115 BAB. Surcharge, cess, MAT.

Overview of Transfer Pricing; specified domestic transactions; Generally Accepted Cost Accounting Principles; Arm's Length Pricing; Advance Pricing Agreement; Safe Harbour Rules. Jurisdiction for Corporate Taxation in international operations.

Unit 2: International Tax Conventions and Treaties**(9 Hours)**

Overview of Model Tax Conventions

OECD model tax convention, UN model tax convention, US Model tax convention.

Tax treaties, Application and Interpretation: Features of tax treaties, Overview of tax information exchange agreements, commentaries and their importance, role of Vienna convention in application and interpretation of tax treaties.

Overview of tax regimes. Overview of tax harmonization.

Unit 3: Tax Management and Planning for Corporates**(12 Hours)**

Double taxation: concept, capital export neutrality, capital import neutrality, method of avoiding double taxation.

Double Taxation Avoidance Agreement: Meaning, objectives; types of income included under the DTAA (Services originated and provided within India; Salary from India; income from property within India; Capital gains from India; FD and Savings Account in India),

Double taxation relief: Concept, types of relief, Double taxation provisions under the Income tax Act 1961, concept of permanent establishment, taxation of business process outsourcing units in India.

Unit 4: Taxation Aspects for Global Business

(12 Hours)

Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies. Taxation aspects of managerial decisions for international expansion. Tax avoidance, tax havens, tax management strategies for international companies. Overview of taxation implications for expatriates and repatriated employees. Planning and Restructuring Foreign Operations. Foreign Currency management for global business operations.

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

- 1, Bittker, B. I., & Lokken, L. (2018). *Fundamentals of international taxation*. Thomson Reuters.
1. Herzfeld, M. (2023). *International Taxation in a Nutshell*. (13th ed.). West Academic.
2. Peroni, R. J., Gustafson, C. H., & Pugh, R. C. (Eds.). (2022-23). *International Income Taxation: Code and Regulations, Selected Sections*. CCH Wolters Kluwer
3. Singhania, V. K., & Singhania, M. (2019). *Corporate Tax Planning Business Tax Procedures* (23rd ed). Taxmann
4. Ahuja, G. & Gupta R. (2023). *Simplified Approach to Corporate Tax Planning and Management*. (2023). Bharat Law House private limited.

Suggestive Readings (latest editions of readings to be used)

1. Isenbergh, J., and Wells, B. (2019). *International Taxation*. Foundation Press
2. Scholes, M. S., Wolfson, M. A., Erickson, M., Maydew, E., & Shevlin, T. (2014). *Taxes & business strategy*. Upper Saddle River, NJ: Prentice Hall.
3. Singhania, V. K., & Singhania, M. (2015). 2016. *Students' guide to income tax*. Taxmann
4. Ahuja, G. & Gupta, R. (2020). *Direct Tax Laws*. (39th ed). CCH Wolters Kluwer
5. OECD on International Taxation (<https://www.oecd.org/g20/topics/international-taxation/>)
6. OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022 (<https://www.oecd.org/tax/transfer-pricing/oecd-transfer-pricing-guidelines-for-multinational-enterprises-and-tax-administrations-20769717.htm>)
7. IMF on Corporate Taxation in the Global Economy (<https://www.imf.org/en/Publications/Policy-Papers/Issues/2019/03/08/Corporate-Taxation-in-the-Global-Economy-46650>)

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-11)**DSE 11: LEGAL AND FINANCIAL ASPECTS OF INTERNATIONAL TRADE****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Legal and Financial Aspects of International Trade (DSE 11)	4	3	1	0	2 nd Year Undergraduate	Legal aspects of Business

Learning Objectives

- This course aims at familiarizing learners with the legal framework of International trade. It covers various aspects such as law on International sale of goods, patent regulations, trademarks, arbitration and conciliation regulations, FEMA and Cyber Laws.

Learning Outcomes

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

- Develop an understanding of various laws impacting the trade at the international level.
- Understand the working of patents and the associated laws.
- Understand the financial aspects of International trade.
- Learn the process of arbitration at the international level and the associated laws

SYLLABUS FOR DSE 11**Unit 1: Laws impacting International Trade****(12 Hours)**

Uniform Law on International Sale of goods- obligations of the seller – obligations of the buyer, common provisions- rules concerning damages-provisions of passing of risk in international sale contracts. Foreign Trade (Development and Regulations) Act 1992- objectives- Powers of Central Govt. Import/ Export License Application Procedure- Refusal, Suspension of License; Role of DGFT- Exemptions from FTDR Act. Acquisition and transfer of property in and outside India- establishment of branch in India; Enforcement/ penalties under the Act; Cyber Laws- need and significance.

Unit 2: Regulation of International Trade and Patents**(12 Hours)**

The Patents (Amendment) Act 2005, Patents regulations: Patents- Meaning- varieties- provisions of patent applications procedure- procedures after filling applications – patenting- patents of plant and seeds, Drugs- Life of patents and Rights of patentee. Working of patent- Infringement of patent- surrender and revocation of patent. Provisions related to secrecy direction for patents out of India- Protection for security of India- patent regime under WTO. Trade and merchandise marks regulations: registration- procedure opposing registration- effect of registration- prohibition of registration. Indian Trademarks Act 1999, Foreign Trade Mark- Privileges to nationals and non-

nationals- Licensing of trademark- registered user provisions- violation of trade mark rights- remedies.

Unit 3: Financial Aspects of International Trade

(12 Hours)

FEMA Regulations- objectives- Need. Functions of RBI under FEMA, regulations over transactions in foreign exchange and securities – Restriction on capital account and current account transactions- control over realization of Foreign Exchange; Regulations of receipts and payments to resident outside India; Rule of Foreign Exchange possession and retention, realization, repatriation and surrender; provisions regulating export of goods and services- borrowing and lending in Foreign Exchange

Unit 4: International Arbitration

(9 Hours)

Arbitration and conciliation regulations- purpose of Arbitration- difficulties in India. Domestic Arbitration- agreement- Tribunal- Arbitral proceedings- Arbitral award- Intervention by Court. Conciliation-enforcement of foreign awards- International Arbitration.

Essential/recommended Readings (latest editions should be referred to)

1. Shaw, M. N. (2017). *International law*. Cambridge university press.
2. Bhala, R. (2019). *International trade law: a comprehensive textbook*. Carolina Academic Press.
3. Subedi, S. P. (2012). *Textbook International Trade and business law*. The People's Public Security Publishing House.

Suggestive Readings (latest editions should be referred to)

1. Verkey, E and Isaac, J.S. *Intellectual Property*. Eastern Book Company
2. Wadhera, B.L. (2016). *Law Relating To Intellectual Property*. Universal Law Publishing
3. Datey, V. S. *Economic laws & practice*. Taxmann Allied Services.
4. Bare Acts: Govt. of India
5. USTR 2021 Trade Policy Agenda and 2020 Annual Report (<https://ustr.gov/sites/default/files/files/reports/2021/2021%20Trade%20Agenda/Online%20PDF%202021%20Trade%20Policy%20Agenda%20and%202020%20Annual%20Report.pdf>)

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

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-12)**DSE 12: MULTINATIONAL OPERATIONS****Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Multinational Operations (DSE 12)	4	3	1	0	2 nd Year Undergraduate	None

Learning Objectives

This course provides learners with a solid foundation in international supply chain, logistics, and foreign currency exchange. The first half of the course reviews critical roles that supply chain management, sourcing, logistics, and transportation play in contemporary global business. In the second half, the focus shifts to foreign currency exchange risks and methods for mitigating those risks, both financial and non-financial.

Learning Outcomes

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

1. Develop the fundamentals of international business and management of global operations.
2. Comprehend the importance of global supply chains, sourcing, and operations management in the execution of global businesses.
3. Compare and select between logistics intermediaries available to assist with the movement of goods and services between nations and across borders.
4. Evaluate foreign currency exchange risks in international transactions and identify means to mitigate those risks.

SYLLABUS FOR DSE 12**Unit 1: Introduction to International Operations****(12 Hours)**

International Business : Concepts and Organisations, International Business Environment, Multinational Enterprise: Evolution and Rise of Multinational Corporation The Process of Overseas Expansion by Multinationals- Exporting, Overseas Production, Licensing, Trade-offs Between Alternative Modes of Overseas Expansion, Strategic Business Alliances, Managing Global Operations: The Global Manager, Risk and Crisis Management, Managing Subsidiaries, Agents and Associates, Multinational Business Strategy- Developing Competitive Strategies for International Competition, Technology collaborations and Transfer.

Unit 2: Global Supply Chain and Sourcing**(9 Hours)**

Basics of Supply Chain and Operations Management, Examples of Operations and Supply Chains in different industries, Global Operation and Supply Chain strategies: Value Added and Costs,

Strategic Fit; Supply Chain Coordination: BullWhip Effect, Vendor Managed Inventory, Collaborative Planning, Forecasting and Replenishment, Supply Chain Contracting, Global Sourcing : Sourcing Process and Principles, Sourcing Strategies, Supplier Relationship Management.

Unit 3: Global Logistics and Transportation

(12 Hours)

Facility Location Planning and Network Design: Global Supply Chain Design, Regional Facility Location, Factor-Ranking Analysis; Generic Transport Network Structures, Economies of Scale in Transportation, Trade-Off-Based Transportation Network Design, Capacity Allocation in a Many-to-Many Network- The Transportation Problem, Decision Model, Finding the First Feasible Model Solution, Optimality Check, Solution Improvement, Distribution Network Design- Types of distribution Network, Transportation Modes.

Unit 4: Forex Markets and Hedging

(12 Hours)

Foreign Exchange Market- Organisation, The Spot and Forward Market, Foreign Exchange Risk and Economic Exposure, The Economic Consequences of Exchange Rate Changes, Identifying Economic Exposure, An Operational Measure of Exchange Risk, Alternative Measures and Management of Foreign Exchange Exposure- Translation, Transaction and Operating Exposure, Designing a Hedging Strategy- Forex hedging techniques. non-financial hedging methods such as cash flow netting, as well as financial hedging methods including forwards, swaps, futures, and options.

Essential/recommended Readings (latest editions should be referred to)

1. Shapiro, A. C., & Hanouna, P. (2019). *Multinational financial management*. (11th ed). John Wiley & Sons.
2. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). *Global supply chain and operations management*. Springer International Publishing.

Suggestive Readings (latest editions should be referred to)

1. Wolfgang, L. (2017). *The global supply chain: How technology and circular thinking transform our future*. Springer
2. Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). *Environmental sustainability in fashion supply chains: An exploratory case based research*. International journal of production economics, 135(2), 659-670.

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