

NOTIFICATION**Sub: Amendment to Ordinance V****[E.C Resolution No. 18-1/ (18-1-8) dated 18.08.2022]**

Following addition be made to Appendix-II-A to the Ordinance V (2-A) of the Ordinances of the University;

Add the following:

Syllabi of Semester-I of the following departments under Faculty of Applied Social Sciences & Humanities based on Under Graduate Curriculum Framework -2022 to be implemented from the Academic Year 2022-23.

FACULTY OF APPLIED SOCIAL SCIENCES AND HUMANITIES
(FASSH)

DEPARTMENT OF FINANCE & BUSINESS ECONOMICS

Bachelor in Management Studies (Honours)

Category I

**DISCIPLINE SPECIFIC CORE COURSE -1 (DSC-1) – FUNDAMENTALS
OF 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		
DSC-1 FUNDAMENTALS OF MANAGEMENT	4	3	1	NIL	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To acquaint the students with the fundamentals of managing business
- To introduce the broad functions of management
- Enable students to identify the contemporary issues and challenges in the field of management and ethical workplace practices.

Learning outcomes

On completion of this course students will be able to:

- Summarize the elementary concepts, principles and theories of management
- Examine the managerial functions having an impact on the organizational effectiveness
- Identify the contemporary issues and challenges in management

SYLLABUS OF DSC-1

UNIT – I: Introduction to Management (12 hours)

Definition – nature, process and significance of management – Role of managers – Managerial Skills and Roles - Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approach, Modern Management Approaches - Management as a Science or Art - Management as a profession- Administration and Management Functions of Management – Functional Areas of Management.

UNIT - 2: Planning and Decision Making (12 hours)

Planning - Nature and Importance of Planning- Types of Plans - Levels of Planning - Steps in planning – Making Effective Plans- Objectives and Management by Objective (MBO) – Management by Exception (MBE) - Policy and Strategy- Forecasting and Decision Making - Nature of decision making - Types of decisions – Decision Making Process – Rational Perspectives and Behavioural Aspects of decision making.

UNIT- 3: Organizing, Directing and Controlling (16 hours)

Organizing, Principles of Organization - Organisational Structure and Design – Line, Staff and functional authority. Departmentation - Span of control – Authority – Types of Departmentalization – Contemporary Organizational Designs, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of authority. Directing – Nature of Directing function - Principles – Importance of Effective Direction. Controlling - Concept, Nature and Importance- Techniques of Managerial control.

UNIT- 4: Contemporary Perspectives of Indian Management Thought (20 hours)

Relevance of gurukul concepts in modern corporate world-shadowing, mentoring and coaching; roots of Indian Wisdom-welfare-oriented economy based on moral values. Unique

Indian Business Scenarios-population density, crowd behavior, role of the unorganized sector in trade and commerce, cultural issues in India, infrastructure development, public private partnerships and regulation, how taxation drives business behavior, logistics management, saving habits of Indians. Indian Business Practices-community-based business management (Chettias of Tamil Nadu, Marwaris of Rajasthan, Angadias of Gujrat), Indian Family Business Management, Community level success stories-Gupta Empire, Gujrati, Marwari, Punjabi traders.Studying Indian Business Success Stories such as dabbawallas, Amul, Swachh Bharat, Atmanirbhar Bharat, PLI Scheme Initiatives, Indian Corporates working abroad, success of Indians as individuals abroad- in domains such as IT, Merchant Navy, Higher Education, Medicine. Indian perspectives on sustainability, creativity, inter-personal skills, business ethics, environment.

Practical component (if any) - NIL

Essential/recommended readings

1. Stephen P. Robbins & Mary Coulter, *Management*. 13th Ed. Pearson
2. Stoner, Freeman, Gilbert Jr. (2014). *Management* (6th edition), New Delhi: Prentice Hall India.
3. Koontz, H., & Weihrich, H. *Essentials of Management*, McGraw Hill Publishers.
4. Mahadevan, B., Bhat, V. R., Pavana, N. (2022) *Introduction to Indian Knowledge System Concepts and Applications*. PHI Learning

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 CORE COURSE – 2 (DSC-2):
STATISTICS FOR BUSINESS DECISIONS**

Credit distribution, Eligibility and Prerequisites 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		
DSC-2 STATISTICS FOR BUSINESS DECISIONS	4	3	1	NIL	CLASS XII WITH MATHEMATICS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making.
- To learn the application of the statistical concepts to various financial and managerial situations.
- The course will enhance students' critical thinking and problem solving that rests on Statistical Methods and Data Analysis approaches.

Learning outcomes

On completion of the course students will be able to:

- Summarize data sets using Descriptive statistics
- Analyze the relationship between two variables of various managerial situations and geometrically Interpret Correlation and Regression
- Develop managerial decision problems using Probability Density Functions and Cumulative Density Functions

SYLLABUS OF DSC- 2

UNIT- 1: Data and its Descriptive Analysis (12 hours)

Quantitative and Qualitative Data, Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Absolute and Relative measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages.

UNIT- 2: Correlation and Regression Analysis (20 hours)

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient.

Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, Assumptions for simple linear regression model, Violations of the assumptions of the model, R-square and MSE in Regression, Geometric Interpretation of Regression.

UNIT- 3: Random Variable Analysis (16 hours)

Probability: Meaning and need, Conditional probability, Bayes' theorem, Random Variable-discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, Central limit theorem.

UNIT-4: Introduction to Estimation and Hypothesis Testing (12 hours)

Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Level of Significance; Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.

Practical component (if any) - NIL

Essential/recommended readings

1. Gupta, S.P., Statistical Methods, Sultan Chand & Sons
2. Levine, D., Stephan, D., & Szabat, K., Statistics for Managers using MS Excel, Pearson India
3. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi
4. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India
5. Evans, J., Business Analytics, Pearson 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 CORE COURSE– 3 (DSC-3) FINANCIAL ACCOUNTING AND ANALYSIS

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		
DSC-3 FINANCIAL ACCOUNTING AND ANALYSIS	4	3	1	NIL	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- To familiarize students with the mechanics of preparation of Financial Statements
- To enable understanding of Corporate Financial Statements in the light of IFRS or Indian Accounting Standards, their analysis and interpretation
- Equip students with understanding of beyond Balance Sheet indicators to project corporate performance; prediction of financial crisis of a business enterprise.

Learning outcomes

On completion of this course students will be able to

- Understand the process of recording and classifying business transactions and events
- Creating and understanding Financial Statements of Sole Proprietor, viz., Profit & Loss Account, Balance Sheet; Understand the financial statements of company as per IFRS/Ind-AS
- Analyse the Financial Statements from the perspective of different stakeholders using Ratio analysis, Cash flow analysis, Net working capital analysis , Trend analysis and learning to use beyond balance sheet indicators for analysing corporate performance
- Understanding of financial distress or bankruptcy prediction, introduction to earnings management

SYLLABUS OF DSC-3

UNIT-1:Introduction to Financial Accounting. Basic Concepts and Conventions

(16 hours)

Business Entity, Dual Aspect, Going Concern, Accounting Period, Money Measurement, Accrual, Disclosure, Materiality, Consistency, and Conservatism. The Accounting Equation. Understanding Assets, Liabilities, Revenues, and Expenses. Understanding Capital Expenditure, Revenue Expenditure, Deferred Revenue Expenditure, Capital Receipts, and Revenue Receipts. Nature of Accounts and Rules of Debit and Credit. Recording transactions in General Journal. Preparation of Ledger Accounts. Opening and Closing Entries. Preparation of Trial Balance.

UNIT- 2: Preparation of Financial Statements

(16 hours)

Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Format for preparing financial statements for IND-AS companies as per Division II, Schedule III, Companies Act, 2013. Understanding of Financial Statements of a Joint Stock Company as per new accounting standards: IND-AS (Balance sheet, Profit & Loss, Statement of Comprehensive Income, Cash Flow Statement); Understanding the contents of a Corporate Annual Report (Actual latest annual reports to be used).

UNIT-3: Global Accounting Standards/IFRS

(12 hours)

Meaning & need for globalisation of accounting standards, Adoption versus Convergence, need for convergence of Indian GAAP with IFRS; Benefits of achieving Convergence with IFRS to different stakeholders in India. Salient features of Ind-AS/IFRS (Fair Value Accounting, Substance versus form, Time value of money). Introduction to Indian Accounting Standards (Ind-AS); Understanding IND-AS 1: Presentation of Financial Statements, IND-AS 7: Cash Flow Statement, IND-AS 109: Financial Instruments.

UNIT- 4: Analysing Financial Statements

(16 hours)

Objectives of Financial Statement Analysis; Sources of information; Standards of Comparison; Techniques of Financial Statement Analysis (Through a case study of real company) - Ratio analysis, Cash flow analysis, Net working capital analysis, Trend analysis.

Use of ratios to predict financial crisis of a company by using Altman Z –score. Use of Beyond the Balance Sheet indicators of analysing financial position of a company. Introduction to Earnings Management.

Practical component (if any) - NIL

Essential/recommended readings

1. Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Private Limited, Delhi.
2. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accounting- Text and Cases. McGraw Hill Education (India) Private Limited, New Delhi.
3. Garg CA Kamal, and Sehrawat Neeraj Kumar. Beginner's Guide to Ind-AS & IFRS. Bharat Law House Pvt. Ltd., New Delhi.
4. Maheshwari S.N., Maheshwari Suneel K., and Maheshwari Sharad K. An Introduction to Accountancy. Vikas Publishing House Private Limited, Noida.
5. Bhattacharyya Asish K. Corporate Financial Reporting and Analysis. PHI Learning Private Limited, Delhi.

Suggestive readings

1. Lal Jawahar. Corporate Financial Reporting: Theory, Practice & Cases. Taxmann Publications Private Limited.
2. Patricia M. Dechow, Richard G. Sloan and Amy P. Sweeney: Detecting Earning Management, the Accounting Review. 70, No. 2 (Apr., 1995), pp. 193-225.

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.

COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

Category IV

GENERIC ELECTIVES (GE-1): MANAGEMENT WISDOM FROM INDIA

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
GE-1 MANAGEMENT WISDOM FROM INDIA	4	3	1	NIL	CLASS XII PASS	NIL	MANAGEMENT STUDIES

Learning Objectives

The Learning Objectives of this course are as follows:

- This course aims to bring management education and research in India in line with its needs to tackle contemporary challenges
- The course helps students develop management models that are rooted in India's spiritual and cultural ethos.
- This course attempts to highlight relevant contemporary issues.

Learning outcomes

At the end of this course, students should be able to:

- Understand the various theories, concepts and ideas that constitute 'received knowledge' of Indian Management.
- Learn how to compare and contrast Indian management thought with Western concepts.
- Apply Indian management thought more effectively in an organisation setting.
- Understand how Indian thoughts help enable growth and development of the self, organisations, society and environment in the present as well as future context.

SYLLABUS OF GE-1

UNIT- 1: Indian Wisdom

(12 hours)

Understand the principles of materialism (abhyudhaya), spiritualism (nisreyasa), nivr̥tti (spiritual contemplation), prav̥rtti (worldly duties), coexistence (loka sagraham), cohesion

(samanva), arkashastra (Analysis, Reasoning, Argumentation), Diversity Management (Anekanthavada). Relevance of Gurukul concepts in modern corporate world - shadowing, mentoring and coaching; Roots of Indian wisdom - welfare-oriented economy based on moral values. Using Indian wisdom to solve modern management problems.

UNIT- 2: Management Paradigms from Ancient Texts (16 hours)

Relevant concepts: Spiritual dimensions, Karma, Organisation tension, Positive thinking, Integrity, Leadership, Work Ethic. Management learnings from the Bhagavad Gita. Interpersonal Relations in Ramayana and Mahabharata. Pauranic Jagruti and Tourism Management. Management principles from the Guru Granth Sahib. Management learning and Organisational Policies from the Thirukural. Government administration from Kautilya's Arthashastra. Learnings from a study of Manusmriti.

UNIT- 3: Indian Management Practices (20 hours)

Uniquely Indian business scenarios – population density, crowd behaviour, role of the unorganized sector in trade and commerce, or cultural issues in business, infrastructure development, public private partnerships and regulation, how taxation drives business behaviour, logistics management, saving habits of Indians. Indian business practices- Community-based Business Management (Chettiars in Tamil Nadu, Marwaris of Rajasthan, Angadias of Gujarat), Indian family business management, community level success stories- Gupta empire, Gujarati, Marwari, Punjabi traders. Studying Indian business success stories such as Dabbawallas, Amul, Swachh Bharat, Atmanirbhar Bharat, PLI scheme initiatives, Indian corporates working abroad, success of Indians as individuals abroad in domains such as IT, Merchant Navy, Higher Education, Medicine.

UNIT-4: Future for Indian Management Thoughts (12 hours)

Indian models like OSHA, Theory K and Corporate Rishi Model. Management education should be based on four Ds (decision, direction, determination and dedication) and four Es (explore, experience, enjoy and excel) in students. Indian perspectives on sustainability, creativity, interpersonal skills, business ethics, environment friendly.

Practical component (if any) - NIL

Essential/recommended readings:

1. Srinivasan, V.: New Age Management Philosophy from Ancient India. Lotus.
2. Peetham, Sri Sharada: Ancient Wisdom for Modern Management. Springer.
3. Bansal, Ipshta: Management Concepts In Ancient Indian Psycho-Philosophic Thought. Wisdom-Banasthali Vidyapith.
4. Sharma, Subhash: Indian Management. New Age International.
5. Swami Ranganathananda, (2001), “Universal Message of the Bhagavad Gita”, 3 Volumes, Advaita Ashrama, Kolkata.
6. Swami Dayananda Saraswati, (2007), “The value of values”, Arsha Vidya Research & Publication Trust, Chennai.

Suggestive readings:

1. Mahadevan, B. Writings on Gita & Management, <http://www.iimb.ernet.in/webpage/b-mahadevan/bhagavad-gita-amp-management>.
2. Swami Chinmayananda, (1996), "Holy Geeta", Central Chinmaya Mission Trust, Mumbai.
3. Bhattathiri, M.P. "Bhagavad Gita and Management".
4. Houston, D.J. and Cartwright K.E. (2007), "Spirituality and Public Service". Public Administration Review, Jan. – Feb., 2007, 88 – 102.
5. Poole, E. (2007). "Organizational Spirituality – A literature review", Journal of Business Ethics, 84, pp. 577 – 588.
6. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gītā", Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
7. Ehrenfeld, J. R. (2005). "The Roots of Sustainability", MIT Sloan Management Review, 46 (2), pp. 23-25.

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.

GENERIC ELECTIVES (GE-2:) FUNDAMENTALS OF ORGANISATION

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		
GE-2 FUNDAM ENTALS OF ORGANIS ATION BEHAVIO R	4	3	1	NIL	CLASS XII PASS	NIL

Learning Objectives

The Learning Objectives of this course are as follows:

- Explain the concepts in Organisational behaviour
- Understand application of its concepts to improve the understanding of human behaviour
- Link human and group behavior with enhancing the functioning of an organizational

unit.

Learning outcomes

At the completion of the course students will be able to:

- Identify and define organisational behaviour concepts
- Explain how individual differences—such as personalities, perceptions, and learning affect employee performance
- Analyse motivation and leadership styles and determine their effectiveness in employee situations
- Develop an understanding of group behaviour and group dynamics

SYLLABUS OF GE-2

UNIT- 1: Fundamental Concepts in OB (16 hours)

Importance and Key concepts in OB. Perception, Factors affecting Perception, Perceptual Process, and Errors in Perception. Personality: Concept and Factors affecting personality. Learning: Concept and Theories of Learning, Concept of Reinforcement.

UNIT- 2: Motivation and Interpersonal Relations (16 hours)

Motivation: Concepts and their application, Content theories (Maslow and Herzberg's Theories); Process theories (Expectancy theory). Managing Interpersonal Relationships; Transactional Analysis; Ego states, Types of Transactions, Importance of Transactional Analysis. Johari window.

UNIT- 3: Group Processes and Leadership at Work (16 hours)

Leadership: Trait Approach, Behavioural theories (Ohio and Michigan State Studies, and Blake & Mouton's Managerial grid), and Concept of Situational/Contingency approach to Leadership. Groups: Definition Stages of Group Development, Group Processes-Group Cohesiveness.

UNIT-4: Organizational Dynamics of Politics, Conflict and Change (12 hours)

Organisational Power: Concept, Sources of Power, Tactics to gain power in Organizations. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict. Organisational Change: Concept, Resistance to change, managing resistance to change, Implementing Change.

Practical component (if any) - NIL

Essential/recommended readings

1. Stephen P. Robbins, T. A. Organisational Behavior. Pearson
2. Aswathappa, K., & Reddy, G. S. (2009). Organisational behaviour . Mumbai: Himalaya Publishing House.
3. Luthans Fred, Organisational Behaviour, Tata Mc Graw Hill.
4. Singh Kavita, Organisational Behaviour, Pearson.

5. Greenberg Jerald and Baron Robert A.: Behavior in Organisations: Understanding and Managing Human side of work, Prentice Hall of 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.