

UNIVERSITY OF DELHI
Bachelor of Management Studies (BMS)

(SEMESTER-I)

based on

Undergraduate Curriculum Framework 2022 (UGCF)

(Effective from Academic Year 2022-23)



University of Delhi

Semester –I**DSCs:-**

Course Title	Nature of the Course	Total Credits	Components			Eligibility Criteria/ Prerequisite	Contents of the course and references may be seen at
			L	T	P		
Fundamentals of Management	DSC-1	4	3	1	0	Class XII Pass	Annexure – I
Statistics for Business Decisions	DSC-2	4	3	1	0	Class XII Pass	Annexure -II
Financial Accounting and Analysis	DSC-3	4	3	1	0	Class XII Pass	Annexure -III

GEs:-

Course Title	Nature of the Course	Total Credits	Components			Eligibility Criteria/ Prerequisite	Contents of the course and references may be seen at
			L	T	P		
Management Wisdom from India	GE1	4	3	1	0	Class XII Pass	Annexure – IV
Finance for Non-Finance Executives	GE3	4	3	1	0	Class XII Pass	Annexure -V
Wealth Management	GE5	4	3	1	0	Class XII Pass	Annexure –VI
Fundamentals of Marketing Management	GE7	4	3	1	0	Class XII Pass	Annexure –VII
Fundamentals of Organizational Behaviour	GE9	4	3	1	0	Class XII Pass	Annexure –VIII
Dynamics of Start-Ups	GE11	4	3	1	0	Class XII Pass	Annexure –IX

1. DETAILED LIST OF COURSES

DISCIPLINE SPECIFIC CORE (DSC) COURSES

Semester	Course	Discipline Specific Core (DSC) Course
I	DSC01	Fundamentals of Management
	DSC02*	Statistics for Business Decisions
	DSC03*	Financial Accounting and Analysis

* Note: Papers DSC02 and DSC03 are the same as offered in Bachelor of Business Administration (Financial Investment and Analysis)

2. COURSE CREDITS

CREDITS FOR DISCIPLINE SPECIFIC CORE (DSC) COURSES

S. No.	Course Title	Course	No. of Credits	Components of the Course		
				Lecture	Tutorial	Practical
1.	Fundamentals of Management	DSC01	4	3	1	0
2.	Statistics for Business Decisions	DSC02	4	3	1	0
3.	Financial Accounting and Analysis	DSC03	4	3	1	0

3. SKILL OUTCOME/COMPETENCY MAPPING OF COURSES

- SO1: Analytical Skills
- SO2: Critical Thinking and Problem Solving
- SO3: Articulation and Communication Skills
- SO4: Creativity and Innovation
- SO5: Decision Making
- SO6: Digital Competence
- SO7: Leadership and Team Skills

4.DETAILED SYLLABUS OF COURSES DISCIPLINE SPECIFIC

CORE (DSC) COURSES (SEMESTER 1)

DSC01: FUNDAMENTALS OF MANAGEMENT

Course Objective(s): To acquaint the students with the fundamentals of managing business and to understand broad functions of management. Students will be able to identify the contemporary issues and challenges in the field of management and ethical workplace practices. The course will use and focus on Indian experiences, approaches and cases.

Learning Outcomes:

On having completed this course student should 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
- Develop ethical workplace practices

Course Contents:

Unit 1: Introduction to Management

(3 Weeks)

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

(3 Weeks)

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

(4 Weeks)

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

(5weeks)

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.

Suggested 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., & Wehrich, 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

Teaching – Learning Process

Lectures, Presentations, Role plays, Case studies, Term paper on a given topic

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment of the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

Key Words

Management, Planning, Decision-Making, Controlling, Organization Structures

DSC02: Statistics for Business Decisions

Course Objective(s): To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt 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 should be able to

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

Course Content:

Unit I: Data and its Descriptive Analysis

(8 lectures)

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 II: Correlation and Regression Analysis

(16 lectures)

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 III: Random Variable Analysis

(12 lectures)

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 IV: Introduction to Estimation and Hypothesis Testing

(12 lectures)

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.

Suggested 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

Recommendation

The students are encouraged to solve real life case studies using Spreadsheets.

Teaching – Learning Process

Practical can be incorporated based on the theoretical concepts of Descriptive statistics. Students will be encouraged to perform data analysis using Excel.

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment of the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

Key Words

Descriptive Statistics, Measures of Central Tendency, Measures of Dispersion, Correlation, Regression, Random variable, Probability distribution, Normal Distribution, Testing of Hypothesis

DSC03: FINANCIAL ACCOUNTING & ANALYSIS

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

Learning Outcomes:

- 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

Course Contents:

Unit 1: Introduction to Financial Accounting. Basic Concepts and Conventions (4 Weeks)

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 (4 Weeks)

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 (3 Weeks)

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

(5 Weeks)

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.

Suggested 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.

Additional 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 suggested/additional readings will be used.

Teaching Learning Process

Class room lectures, Case study discussion, Numerical problem solving, Class presentation on the assigned topic by students - individually or in groups, Workshops and Tutorials.

Assessment

Total Marks: 100

Internal Assessment: 25 Marks

End Semester University Exam: 75 Marks

The Internal Assessment of the course may include Class participation, Assignments, Class tests, Projects, Field Work, Presentations, amongst others as decided by the faculty.

Key Words

Generally Accepted Accounting Principles, Financial Statements, Financial Ratios, IFRS, Indian Accounting Standards.

1.1 GENERIC ELECTIVE (GE) COURSES

SET A: *Generic Electives to be offered to students of other disciplines.

GENERAL MANAGEMENT*			
S. No.	To be Offered in Odd Semesters	S. No.	To be Offered in Even Semesters
1.	Management Wisdom from India	1.	Family Business Management
2.	Finance for Non-Finance Executives	2.	Financial Planning for Individuals
3.	Wealth Management	3.	Introduction to International Business
4.	Fundamentals of Marketing Management	4.	Personal Selling
5	Fundamentals of Organizational Behaviour	5.	Basics of Human Resource Management
6	Dynamics of Start-Ups	6	Ethics and Governance in Business

1.2 CREDITS FOR GENERIC ELECTIVE (GE) COURSES

SET A: *Generic Electives to be offered to students of other disciplines.

GENERAL MANAGEMENT*

S. No.	Course Title	Course	No. of Credits	Components of the Course		
				Lecture	Tutorial	Practical
1.	Management Wisdom from India	GE	4	3	1	0
2.	Family Business Management	GE	4	3	1	0
3.	Finance for Non-Finance Executives	GE	4	3	1	0
4.	Financial Planning for Individuals	GE	4	3	1	0
5.	Wealth Management	GE	4	3	1	0
6.	Introduction to International Business	GE	4	3	1	0
7.	Fundamentals of Marketing Management	GE	4	3	1	0
8.	Personal Selling	GE	4	3	1	0
9.	Fundamentals of Organizational Behaviour	GE	4	3	1	0

10.	Basics of Human Resource Management	GE	4	3	1	0
11.	Dynamics of Start-Ups	GE	4	3	1	0
12.	Ethics and Governance in Business	GE	4	3	1	0

1.3 SKILL MAPPING OF GENERIC ELECTIVE (GE) COURSES

SET A: *Generic Electives to be offered to students of other disciplines.

S. No.	GENERIC ELECTIVES	SO 1	SO 2	SO 3	SO 4	SO 5	SO 6	SO 7
	GENERAL MANAGEMENT*							
1	Management Wisdom from India	√	√	√	√	√		√
2	Family Business Management	√	√		√	√	√	√
3	Finance for Non-Finance Executives	√	√		√	√	√	
4	Financial Planning for Individuals	√	√		√	√	√	
5	Wealth Management	√	√		√	√		√
6	Fundamentals of Marketing Management	√	√	√	√	√	√	√
7	Personal Selling	√	√	√	√	√		√
8	Fundamentals of Organisational Behaviour	√	√	√	√	√		√
9	Basics of Human Resource Management	√	√	√	√	√		√
10	Introduction to International Business	√	√	√	√	√	√	√
11	Dynamics of Start-Ups	√	√	√	√	√	√	√
12	Ethics and Governance in Business	√	√		√	√		√