

Guidelines for NEP UGCF Syllabus w.e.f. 2022-23

for the paper titled

"Corporate Governance" of B.Com.

DSC 6.2, Semester VI

JOINTLY ORGANISED BY

Department of Commerce, Delhi School of Economics, University of Delhi,
Shyama Prasad Mukherji College for Women, University of Delhi, and
Shri Ram College of Commerce, University of Delhi

Date: 25th January, 2025

Time: 6:00 PM

Venue: Online via Google Meet

MINUTES OF THE MEETING

Guidelines for Corporate Governance [B. Com], DSC 6.2, Semester VI (NEP Syllabus)]

An online meeting to discuss and finalize the guidelines for the paper titled "**Corporate Governance**" [B. Com], DSC 6.2, Semester VI (NEP Syllabus)] was held on **25th January 2025, at 6:00 PM**. The meeting was jointly organized by the **Department of Commerce, Delhi School of Economics, University of Delhi, Shyama Prasad Mukherji College for Women, University of Delhi, and Shri Ram College of Commerce, University of Delhi**.

The meeting was convened by **Dr. Priti Rai**, Department of Commerce, Shyama Prasad Mukherji College for Women and co-convened by **Dr. Rutika Saini**, Department of Commerce, Shri Ram College of Commerce. **Prof. Anil Kumar** represented the Department of Commerce, Delhi School of Economics, University of Delhi. The discussion focused on setting teaching guidelines, lecture distribution, and marks allocation for the course under the NEP syllabus.

The following members were present at the meeting:

S. NO.	NAME OF THE FACULTY	DEPARTMENT/AFFILIATED COLLEGE NAME
1	PROF. ANIL KUMAR (DEPARTMENT REPRESENTATIVE)	DEPARTMENT OF COMMERCE, DELHI SCHOOL OF ECONOMICS
2	DR. PRITI RAI (CONVENOR)	SHYAMA PRASAD MUKHERJI COLLEGE FOR WOMEN
3	DR. RUTIKA SAINI (CO-CONVENOR)	SHRI RAM COLLEGE OF COMMERCE
4	MS. JYOTI GUPTA	DEEN DAYAL UPADHYAYA COLLEGE
5	PROF. HARLEEN KAUR	MATA SUNDRI COLLEGE FOR WOMEN
6	DR. SHASTA GUPTA	SRI AUROBINDO COLLEGE

7	PROF.SANGEETA DODRAJKA	SGGSCC
8	PROF. ANITA	DCAC
9	PROF. ANITA BAJAJ	PGDAV COLLEGE (E)
10	MRS. SONIA MUDEL	SHYAM LAL COLLEGE (M)
11	DR. VIJAY VRAT ARYA	SHAHEED BHAGAT SINGH COLLEGE
12	DR. SUNITA	DAULAT RAM COLLEGE
13	DR. POONAM	BHARATI COLLEGE
14	PROF. RENU SOBTI	SWAMI SHRADDHANAND COLLEGE
15	DR. SAMIR	SWAMI SHRADDHANAND COLLEGE
16	DR. SUNITA	PGDAV COLLEGE
17	DR NAVEEN DUA	SRI GURU GOBIND SINGH COLLEGE
18	DR RAVI KANT	SHAHEED BHAGAT SINGH COLLEGE, UNIVERSITY OF DELHI
19	PROF. NITU RANA	ADITI MAHAVIDYALAYA
20	MS. SHRISTI SINGH	GARGI COLLEGE
21	DR. NEHA SINGHAL	SRI VENKATESWARA COLLEGE
22	PROF. ANITA	DCAC
23	DR. ROOPA JOHRI	BHARATI COLLEGE
24	MS. KANWALPREET KAUR	KAMALA NEHRU COLLEGE
25	MS. MINNY NARANG	SRI AUROBINDO COLLEGE, UNIVERSITY OF DELHI
26	DR. ROOPA JOHRI	BHARATI COLLEGE
27	DR. VINAMRATA AKASH	MOTILAL NEHRU COLLEGE, UNIVERSITY OF DELHI
28	MR. BRIJESH YADAV	DELHI COLLEGE OF ARTS AND COMMERCE
29	MS. VRINDA MODA	JESUS AND MARY COLLEGE
30	MS. SWATI KHANNA	BHARATI COLLEGE
31	MS. BHAMINI GARG	SATYAWATI COLLEGE
32	MS. RUPAL ARORA	GARGI COLLEGE, UNIVERSITY OF DELHI
33	MS. MINNY NARANG	SRI AUROBINDO COLLEGE, UNIVERSITY OF DELHI
34	DR. RITIKA CHAUDHARY	SHAHEED BHAGAT SINGH EVENING COLLEGE
35	DR. SUCHETA GAUBA	LAKSHMIBAI COLLEGE
36	PROF. ANITA BAJAJ	PGDAV COLLEGE (E)
37	DR. LEENA JARYAL	KIRORI MAL COLLEGE
38	DR. BALJEET KAUR	ATMA RAM SANATAN DHARMA COLLEGE, UNIVERSITY OF DELHI
39	MR. RUDRA SHEKHAWAT	SRI VENKATESWARA COLLEGE
40	PROF. ANJU JAIN	SHYAMA PRASAD MUKHERJEE COLLEGE

The meeting commenced with a welcome note by **Dr Priti Rai**, who extended her greetings to **Prof. Anil Kumar** and all participants from various colleges of the University of Delhi.

After discussions, the following guidelines were unanimously agreed upon by all present, including Prof Anil Kumar, representative from the Department of Commerce, Delhi School of Economics.

Teaching Hours and Marks Allocation

The total number of theory lectures and tutorials assigned for this paper, as per the NEP syllabus, are 3 lectures and 1 tutorial per week over a 15-week period in Semester VI.

A unit-wise breakup of the 45 lectures, as outlined in the syllabus, was decided, along with the corresponding marks allocation for each unit:

<i>Unit</i>	<i>Marks Allocation</i>
Unit 1: Conceptual Framework of Corporate Governance (9 hours) Corporate Governance: Meaning, significance and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholder Theory, Resource Dependency Theory, Managerial Hegemony Theory; Models of Corporate Governance; Art of Governance as per Kautilya's Arthashastra.	18
Unit 2: Recent Issues and Challenges of Corporate Governance (9 hours) Board structure and Directors; Role of Board; Board Committees and their functions; Insider Trading; Whistle Blowing; Shareholders Activism; Role of institutional investors; Class Action suits. CSR and Corporate Governance. Concept of Gandhian Trusteeship.	18
Unit 3: Global Corporate Failures and International Codes (9 hours) BCCI (United Kingdom), Maxwell (United Kingdom), Enron (USA), World.Com (USA), Vivendi (France), Lehman Brothers; Sir Adrian Cadbury Committee 1992, SOX 2002, OECD Principles of Corporate Governance.	18
Unit 4: Corporate Governance Regulatory Framework in India (9 hours) Regulatory framework in India: Kumar Mangalam Birla (1999), NR Narayana Murthy Committee (2005), Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015 and Uday Kotak Committee (2017).	18
Unit 5: Corporate Failures and Scams in India (9 hours) Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist, IL&FS Group Crisis; ICICI Bank, Yes Bank; Common Governance Problems in various corporate failures in India and abroad.	18
Total	90

Examination-Related Guidelines

1. The paper-setting board must design the Question Paper and Marking Scheme to ensure objective and consistent evaluation throughout the assessment process.
2. The Question Paper must adhere strictly to the prescribed guidelines.
3. The paper should consist of 5 questions, numbered sequentially from 1 to 5, each carrying 18 marks. Each question should offer an internal choice.

Teaching-Related Guidelines

Detailed scope and suggested cases/activities are as follows:

Unit 1: Conceptual Framework of Corporate Governance (9 hours)		
Syllabus of the Unit	Scope of the Unit	Suggested Cases/Activities/Exercise
Corporate Governance: Meaning, significance and principles	<ul style="list-style-type: none"> • Definition of Corporate Governance and benefits of Good Corporate Governance • Pillars of Corporate Governance 	<ul style="list-style-type: none"> • Identify and analyse corporate governance models followed by companies incorporated in India and abroad • Toyota and Mitsubishi – Japanese Model • CG Report of Infosys and Tata Chemicals– Indian Model
Management and corporate governance	Relationship between Corporate Governance (Board) and Management	
Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholder Theory, Resource Dependency Theory, Managerial Hegemony Theory	<ul style="list-style-type: none"> • Basis tenants of theories, significance and criticism of theories. 	
Models of Corporate Governance	<ul style="list-style-type: none"> • Anglo-Saxon Model, Japanese Model, German Model, and Indian Model of Corporate Governance • Comparison of these Models 	
Art of Governance as per Kautilya's Arthashastra.	<ul style="list-style-type: none"> • Ideas of Governance by Kautilya and their relevance today in the field of corporate governance 	

Unit 2: Recent Issues and Challenges of Corporate Governance (9 hours)		
Syllabus of the Unit	Scope of the Unit	Suggested Cases/Activities/Exercise
Board structure and Directors	Relevant provisions regarding composition of Board as per the relevant provisions of SEBI (LODR) 2015.	<ul style="list-style-type: none"> Analyse Board composition and Board committees of different companies Analyse cases on the topic of Whistle blowing/ Shareholder activism/ Insider trading Case of Rajat Gupta – Insider Trading Case of Cynthia Cooper and Sherron Watkins – Whistle Blower Role of Institutional investors in Satyam Case CSR in Indian Companies
Board Committees and their functions	Types of Board Committees, Composition, and their functions/Terms of Reference	
Insider Trading	Meaning, Regulations in India	
Whistle Blowing	Meaning, Types, Whistle Blower Policies, Regulation in India	
Shareholder Activism	Meaning, Features, Pros and Cons, Regulation in India and relevant cases	
Role of Institutional Investors	Meaning, Types, Role of Institutional Investors in India, SEBI's Stewardship Code for Institutional Investors	
Class Action Suits	Meaning, Features, Challenges, Pros and Cons, Regulation in India	
CSR and Corporate Governance	Meaning of CSR, Relationship of Corporate Governance and CSR, CSR regulations, Trusteeship Model of Gandhiji in context of CSR	
Concept of Gandhian Trusteeship		
Unit 3: Global Corporate Failures and International Codes (9 hours)		
Syllabus of the Unit	Scope of the Unit	Suggested Cases/Activities/Exercise
BCCI (United Kingdom), Maxwell (United Kingdom), Enron (USA), World.Com (USA), Vivendi (France), Lehman Brothers	<ul style="list-style-type: none"> Modus Operandi, issues of corporate governance and aftermath of the scandal. 	<ul style="list-style-type: none"> Critically analyse global issues in corporate governance and identify corporate governance issues therein

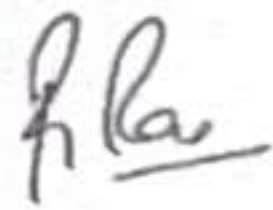
Sir Adrian Cadbury Committee 1992, SOX 2002, OECD Principles of Corporate Governance.	<ul style="list-style-type: none"> Recommendations of Cadbury Committee, Important provisions of SOX 2002, Principles of Corporate Governance by OECD. 	<ul style="list-style-type: none"> Discuss the Enron case with the movie "The smartest Guys in the room"
Unit 4: Corporate Governance Regulatory Framework in India (9 hours)		
Syllabus of the Unit	Scope of the Unit	Suggested Cases/Activities/Exercise
Regulatory framework in India: Kumar Mangalam Birla (1999), NR Narayana Murthy Committee (2005), Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015 and Uday Kotak Committee (2017).	<ul style="list-style-type: none"> Briefly explain the key recommendations of various Committee Reports. Relevant provisions of The Companies Act, 2013 Main focus to be on the provisions of SEBI (LODR), 2015 relevant to Corporate Governance 	Comment on the latest corporate governance regulatory framework in India
Unit 5: Corporate Failures and Scams in India (9 hours)		
Syllabus of the Unit	Scope of the Unit	Suggested Cases/Activities/Exercise
Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist, IL&FS Group Crisis; ICICI Bank, Yes Bank;	Modus Operandi, Issues of corporate governance and aftermath of every scandal.	<ul style="list-style-type: none"> Identify corporate governance issues and concerns raised in context of Indian companies and their implications (from published sources newspapers or websites) Critically analyse major corporate governance failure to suggest common governance problems in Indian context.
Common Governance Problems in various corporate failures in India and abroad.	Common governance problems.	

Internal Assessment and Continuous Assessment Related Guidelines

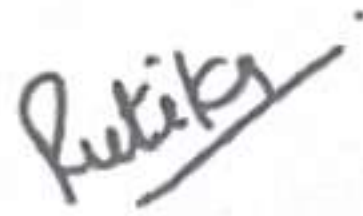
- (i) *Internal Assessment – 30 Marks (as per University Rules/Guidelines)*
- 12 Marks for Class Test
 - 12 Marks for Assignment
 - 6 Marks for Attendance

- (ii) *Continuous Assessment – 40 Marks (as per University Rules/Guidelines)*
- a. 35 Marks for Continuous Assessment
 - b. 5 Marks for Attendance

The faculty members actively participated in the discussions and expressed their appreciation for the initiative taken by **Prof. Ajay Kumar Singh**, Head and Dean, Department of Commerce, Delhi School of Economics, University of Delhi. A heartfelt thanks was also conveyed to **Prof. Anil Kumar**, Department of Commerce, Delhi School of Economics, for his valuable contributions and unwavering support throughout the deliberations.



Dr Priti Rai
Convenor
Shyama Prasad Mukherji
College for Women



Dr Rutika Saini
Co-Convenor
Shri Ram College of
Commerce



Prof. Anil Kumar
Representative,
Department of Commerce, Delhi
School of Economics