

ODL MBA

**MASTER OF BUSINESS ADMINISTRATION –
HOSPITAL AND HEALTHCARE MANAGEMENT**

PROGRAMME GUIDE

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INTRODUCTION

The MBA in Hospital and Healthcare Management is designed to develop leadership skills tailored to the healthcare sector. This program combines advanced business management principles with specialized knowledge of healthcare systems, policies, and operations. Students will gain expertise in managing healthcare facilities, improving patient care, and navigating the complexities of the healthcare industry. It prepares graduates to drive innovation and efficiency in a dynamic and growing field.

Programme Outcomes

The MBA in Hospital and Healthcare Management aims to equip students with a comprehensive understanding of healthcare systems, leadership skills, and business acumen to succeed in the evolving healthcare landscape. Upon completing the program, graduates will be able to:

1. **Manage Healthcare Organizations Effectively:** Develop strategic and operational skills to lead healthcare facilities, ensuring high-quality care and efficient services.
2. **Implement Healthcare Policies and Regulations:** Understand and apply healthcare laws, regulations, and ethical guidelines to ensure compliance and promote best practices.
3. **Drive Healthcare Innovation:** Lead initiatives for technological integration, process improvements, and innovative healthcare delivery models.
4. **Analyze Healthcare Financials:** Evaluate financial data and make informed decisions to optimize budgeting, resource allocation, and cost management in healthcare settings.
5. **Enhance Patient Care and Safety:** Apply management strategies to improve patient outcomes, safety, and overall satisfaction.
6. **Lead Healthcare Teams:** Develop leadership and interpersonal skills to manage multidisciplinary teams in a healthcare environment effectively.
7. **Navigate Global Healthcare Trends:** Understand global healthcare systems, market dynamics, and challenges to adapt strategies for sustainable growth and competitiveness.

PROGRAMME SPECIFIC OUTCOMES

1. **PSO1:** Develop the ability to manage healthcare facilities efficiently, optimizing resources, workflows, and patient care processes to ensure high-quality service delivery.
2. **PSO2:** Gain expertise in formulating and implementing policies, strategies, and business models that address the challenges of the healthcare industry, both at the local and global levels.
3. **PSO3:** Cultivate leadership skills to drive innovation and technological advancements in healthcare, enhancing operational efficiency, patient outcomes, and organizational sustainability.

SALIENT FEATURES

Comprehensive Curriculum: The program covers essential topics in healthcare management, policy, and leadership, blending theory with practical application.

Experienced Faculty: Taught by industry professionals and experts with extensive experience in both healthcare and business management.

Global Healthcare Perspective: Focus on global healthcare systems, challenges, and trends to prepare students for an international career in healthcare management.

Hands-on Learning: Emphasis on case studies, industry projects, and internships to provide real-world experience in managing healthcare organizations.

Innovative Healthcare Solutions: Encourages students to explore cutting-edge technologies and innovative approaches for improving healthcare delivery and patient care.

Leadership Development: The program prioritizes the development of leadership and managerial skills, preparing graduates to take on senior roles in healthcare organizations.

Focus on Ethics and Compliance: Ensures students are equipped with the knowledge to navigate healthcare regulations, ethics, and legal issues critical to effective management.

Networking Opportunities: Provides opportunities for students to connect with healthcare professionals, alumni, and industry leaders through events, conferences, and seminars.

Flexible Learning Options: Offers a range of learning formats, including full-time, part-time, and online courses, to accommodate diverse student needs and schedules.

PROGRAMME CODE: DE3521

DURATION OF THE PROGRAMME:

Minimum Duration 2years

Maximum Duration 4years

MEDIUM OF INSTRUCTION/EXAMINATION:

Medium of instruction and Examination shall be English.

PROGRAMME STRUCTURE
MBA - HOSPITAL AND HEALTHCARE MANAGEMENT

Term	Core Courses (CR I, CR II, CR IIIA, CR IIIB) CR I+II - (8+3) 11 x 4 Credits CR III- 1x4Credits 1x6Credits	Discipline Specific Electives (DSE) 6x6Credits	Ability Enhancement Courses (AECC) 1x4Credits	Generic Electives (GE) 2x4Credits	Credits
I	Discipline Specific Core- I Discipline Specific Core- II Discipline Specific Core-III Discipline Specific Core-IV Discipline Specific Core-V				20
II	Discipline Specific Core- VI Discipline Specific Core-VII Discipline Specific Core-VIII Discipline Specific Core- IX Discipline Specific Core- X		AECC-I Communication for Leaders		24
III	Discipline Specific Core - XI CR IIIA - Seminar on Summer Training OR 1 Course from the GE Basket 1 which is not chosen as Generic Elective (GE)	DSE- I DSE-II DSE-III		GE-I (Professional Enhancement, English, Political Science, Sociology)	30
IV	CR IIIB -Capstone Project	DSE-IV DSE-V DSE-VI		GE-II (Professional Enhancement, English, Political Science, Sociology)	28
Total	54Credits	36Credits	4Credits	8Credits	102

**PROGRAMME SCHEME
MBA - HOSPITAL AND HEALTHCARE MANAGEMENT**

COURSECODE	COURSETITLE	Cr.	CA	ETE (Theory)	ETE (Practical)
TERM1					
DEACC506	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	4	30	70	0
DEECO515	MANAGERIAL ECONOMICS	4	30	70	0
DEMGN578	INTERNATIONAL BUSINESS ENVIRONMENT	4	30	70	0
DEMKT503	MARKETING MANAGEMENT	4	30	70	0
DEMGN581	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS	4	30	70	0
TERM2					
DEFIN542	CORPORATE FINANCE	4	30	70	0
DEOPR639	OPERATIONS MANAGEMENT AND RESEARCH	4	30	70	0
DEMGN801	BUSINESS ANALYTICS	4	30	70	0
DEMGN832	RESEARCH METHODOLOGY	4	30	70	0
DEBSL605	LEGAL ASPECTS OF BUSINESS	4	30	70	0
DEPEL537	COMMUNICATION FOR LEADERS	4	30	70	0
TERM3					
DEHLT501	HEALTHCARE DELIVERY SYSTEMS AND PUBLIC HEALTH ADMINISTRATION	6	30	70	0
DEHLT502	MEDICAL TERMINOLOGY AND MEDICAL RECORDS	6	30	70	0
DEHLT605	HOSPITAL AND HEALTHCARE INFORMATION MANAGEMENT	6	30	70	0
DEMGN571	CORPORATE STRATEGY AND ENTREPRENEURSHIP	4	30	70	0
GE-I	GENERIC ELECTIVE I	4	30	70	0
DEMGN583	SEMINAR ON SUMMER TRAINING	4	30	0	70
	OR 1 Course from the GE basket 1 which is not chosen as Generic Elective (GE) area.	4	30	70	0
TERM4					
DEHLT607	QUALITY ASSURANCE IN HEALTHCARE	6	30	70	0
DEHLT615	HEALTHCARE INSURANCE AND MANAGED CARE	6	30	70	0
DEHLT616	DISASTER MANAGEMENT IN HEALTHCARE	6	30	70	0
GE-II	GENERIC ELECTIVE II	4	30	70	0
DEMGN696	CAPSTONE PROJECT	6	30	0	70
TOTAL CREDITS			102		

GENERIC ELECTIVE (GE) BASKET (PICK ANY ONE AREA)

S. No.	Course Code	Course Title	Elective Area	Cr.	CA	ETE (Theory)	ETP (Practical)	Term
1	DEPEA515	ANALYTICAL SKILLS-I	Professional Enhancement	4	30	70	0	3
2	DEPEA516	ANALYTICAL SKILLS-II	Professional Enhancement	4	30	70	0	4
3	DEENG539	ACADEMIC ENGLISH	English Language	4	30	70	0	3
4	DEENG514	INTRODUCTION TO THE STUDY OF LANGUAGE	English Language	4	30	70	0	4
5	DEENG519	POST-INDEPENDENCE INDIAN LITERATURE	English Literature	4	30	70	0	3
6	DEENG527	POST COLONIAL LITERATURES AND CULTURAL STUDIES	English Literature	4	30	70	0	4
7	DEPOL525	POLITICAL INSTITUTIONS IN INDIA	Political Science	4	30	70	0	3
8	DEPOL527	PUBLIC POLICY AND GOVERNANCE IN INDIA	Political Science	4	30	70	0	4
9	DESOC515	FUNDAMENTALS OF SOCIOLOGY	Sociology	4	30	70	0	3
10	DESOC506	GLOBALIZATION AND SOCIETY	Sociology	4	30	70	0	4

Note:

1. Students can adopt only one area from Generic Elective basket that will be applicable for the Generic Electives I and II.
2. In case of Seminar on Summer Training, student may choose one course in lieu of Seminar on Summer Training from the Generic Basket 1 which is not chosen as Generic Elective area.

Course code	DEACC506	Course Title	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS
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Course Outcomes: Through this course, the student will be able to

CO1: associate accounting information for decision making in organizations.

CO2: analyse the cash position of an organization by evaluating cash flow from different activities.

CO3: identify various cost accounting techniques, cost concepts & techniques of cost control in decision making.

CO4: identify the accounting terminology and purpose of accounting framework.

CO5: evaluate how activity-based costing can be utilized in the organizations.

CO6: interpret the financial statements in accordance with generally accepted accounting principles.

Unit No.	Content
Unit 1	Introduction to Accounting: Introduction, Accounting Equation, Rules of Accounting, Objectives, Advantages and Limitations of Accounting, Accounting Concepts and Conventions, Accounting Terminology, Concept of IFRS and its relevance, Qualitative features of IFRS, Elements of financial statements, Difference between IFRS and GAAP.
Unit 2	Corporate Financial Statements: Features and Importance, Vertical Format of Corporate Financial Statements, Conceptual framework of depreciation and amortization
Unit 3	Ratio Analysis: Liquidity Ratios, Solvency Ratios, Profitability Ratios, Turnover Ratios, Du-Pont Analysis, Importance and Objectives.
Unit 4	Financial Statement Analysis: Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis-Horizontal Analysis, Common Size Analysis
Unit 5	Artificial Intelligence and Analytics: Finance and Accounting transformation by AI
Unit 6	Cash Flow Statement: Meaning and Significance, Construction of Cash Flow Statement, Analysis of Cash Flow Statement
Unit 7	Basic Aspects of Cost Accounting: Preparation of Cost Sheet and Estimated Cost Sheet, Meaning, Cost Concepts and Cost Classification
Unit 8	Budgetary Control: Need and Steps involved in Budgetary Control, Meaning and Types of Budgets, Preparation of Cash Budget, Preparation of Flexible Budget
Unit 9	Inventory Valuation: Methods of pricing material issues, FIFO, LIFO
Unit 10	Marginal Costing and Profit Planning: Meaning and Objectives, CVP Analysis, Break Even Point and Break Even Analysis
Unit 11	Decision involving Alternative Choices: Concept and Steps involved in Decision Making, Profit Planning, Key factor, Determination of Sales Mix, Make or Buy decision, Exploration of New Markets, Continue or Discontinue a Product Line.
Unit 12	Transfer Pricing: Meaning and Importance, Advantages and Limitations, Methods of Calculating Transfer Price
Unit 13	Activity Based Costing: Concept and Pre-requisites, Activity Based Costing versus

	Traditional Costing, Steps Involved in Activity Based Costing, Cost Drivers, Determination of Cost under ABC, Benefits and Limitations
Unit 14	Responsibility Accounting: Concept and Significance, Elements, Responsibility Centers.

READINGS:

1. MANAGEMENT ACCOUNTING by KHAN M.Y AND JAIN P.K, MCGRAW HILL EDUCATION
2. FUNDAMENTALS OF COST ACCOUNTING by WILLIAM N. LANEN, SHANNON W. ANDERSON, MICHAEL W. MAHER, MCGRAW HILL EDUCATION
3. MANAGEMENT ACCOUNTING by SHAH PARESH, OXFORD UNIVERSITY PRESS
4. A TEXTBOOK OF ACCOUNTING FOR MANAGEMENT by MAHESHWARI. S.N, MAHESHWARI SHARAD.K, MAHESHWARI SUNEEL.K, VIKAS PUBLISHING HOUSE
5. ACCOUNTING FOR DECISION MAKING by NEEDLES BELVERD. E, CENGAGE LEARNING
6. FINANCIAL ACCOUNTING FOR MANAGEMENT: AN ANALYTICAL PERSPECTIVE by GUPTA AMBRISH, PEARSON

Course code	DEEC0515	Course Title	MANAGERIAL ECONOMICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: apply economic principles to management decisions.

C02: evaluate the managerial decisions making around the theory of the firm with application in a globalized economy.

C03: evaluate possible strategies in the event a firm is one of just a few companies in a market.

C04: examine a comprehensive understanding of the current issues influencing economic development of India.

Unit No.	Content
Unit 1	Nature and Scope of Managerial Economics: definition and scope of managerial economics, basic process of decision making in economics, existence of firm and its functions
Unit 2	Demand and supply analysis: determinants of demand and supply, individual and market demand and supply, market equilibrium
Unit 3	Demand Estimation: relevance of demand estimation for a firm, demand forecasting using qualitative forecast and time series analysis
Unit 4	Cost Theory and Estimation: short run cost functions, long run cost curves, economics of scale, learning curves
Unit 5	Production Theory: production function with one and two variables inputs, optimal combination of inputs, returns to scale
Unit 6	Market Structure: introduction to market structure, price and output determination under perfect competition, monopoly and monopolistic competition
Unit 7	Oligopoly: meaning and sources, cartelization and price leadership under oligopoly
Unit 8	Game Theory: meaning and types of games, dominant strategy and Nash equilibrium, prisoner's dilemma, mixed strategy
Unit 9	Indian Economy Since Colonialism: colonialism and development of the Indian economy, trends and composition of national income
Unit 10	Human Development: human development index, characteristics of developing world, state of human development in India
Unit 11	Structure of Indian Economy: introduction to agriculture, industrial sector and service sector, poverty and inequality, emerging energy-economy-environment regulatory framework
Unit 12	Economic Reforms: introduction to reforms, economic reforms for financial sector performance, agriculture, industry and services
Unit 13	Monetary Policy: concept and meaning, objectives, tools of monetary, role of monetary policy after the period of economic reforms, inflation and monetary policy
Unit 14	Fiscal policy: concept and meaning, objectives, tools of fiscal policy, role of fiscal policy after the period of economic reforms, inflation and fiscal policy

READINGS:

1. MANAGERIAL ECONOMICS- PRINCIPLES AND WORLDWIDE APPLICATIONS by SALVATORE, DOMINICK and RASTOGI, SIDDHARTHA K., OXFORD UNIVERSITY PRESS.
2. INDIAN ECONOMY by GAURAV DUTT, ASHWANI MAHAJAN, S. CHAND PUBLISHING
3. MANAGERIAL ECONOMICS: AN INTEGRATIVE APPROACH by HIRSHEY, MARK, CENGAGE LEARNING
4. INDIAN ECONOMY PERFORMANCE AND POLICIES by UMA KAPILA, ACADEMIC FOUNDATION

Course code	DEMGN578	Course Title	INTERNATIONAL BUSINESS ENVIRONMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: analyze business environment and trends to take decisions with respect to international business operations.

CO2: interpret and apply international trade theories in international business operations.

CO3: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange.

CO4: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources.

CO5: develop responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.

CO6: identify aspects of the global business and cross-cultural understanding.

Unit No.	Content
Unit 1	Overview of international business environment: Introduction to international business, types of international business, globalization and international Business;
Unit 2	Components of international Business environment: social environment, political and legal environment, economic environment, technological environment
Unit 3	The external environment and challenges: assessing risk in international business, Recent world trade and foreign Investment trends, environment Influence on Trade and investment patterns
Unit 4	International Trade theories: theory of absolute advantage, theory of comparative advantage, factor proportion theory, the diamond model of national competitive advantage, factor mobility theory
Unit 5	Protectionism and trading environment: Globalization trends and challenges; environment for foreign trade and investment, governmental influence on trade and investments; tariff and non-tariff barriers
Unit 6	Economic Integration and Co-operation: cross national cooperation and agreements, Role of international organizations: WTO, IMF, Regional Economic Integrations
Unit 7	International financial markets: foreign exchange market mechanism, exchange rate arrangement, determinants of exchange Rates, exchange rate movements and their impact
Unit 8	Global Debt and Equity Markets: Euro Currency market, offshore financial centres, International Banks, Non-Banking Financial Service firms; stock markets
Unit 9	Global Competitiveness: Export Management, Technology and global Competition, world economic growth and the environment
Unit 10	Internationalization strategies: Theories of internationalization, Modes of operations in International Business, export and import strategy
Unit 11	Forms and Ownership of Foreign Production: Types of collaborative arrangements; Licensing, joint ventures & consortium approaches, Managing International Collaborations
Unit 12	International business diplomacy: Negotiating an International business, issues in asset protection, Multilateral sentiments
Unit 13	Country evaluation and selection: Opportunity and risk matrix, analysis of Macro and micro indicators, country comparison tools

Unit 14	Globalization and society: globalization with social responsibility, Ethical Dimensions of Labor Conditions, Ethics and the Environment, legislation for anti-competitive and unfair trade practices
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READINGS:

1. INTERNATIONAL BUSINESS ENVIRONMENTS AND OPERATIONS by DANIELS, RADEBAUGH, SULLIVAN & SALWAN, PEARSON
2. INTERNATIONAL BUSINESS - COMPETING IN THE GLOBAL MARKETPLACE by CHARLES W HILL, ARUN KUMAR JAIN, MCGRAW HILL

Course code	DEMKT503	Course Title	MARKETING MANAGEMENT	
			WEIGHTAGES	
			CA	ETE(Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: analyze and respond to environmental and competitive changes, their impact on marketing planning, strategies and practices.

CO2: apply the conceptual frameworks, theory and techniques to various marketing contexts.

CO3: prepare marketing and sales plan appropriate to the needs of customers and contexts.

CO4: determine strategies for developing new products and services that are consistent with evolving market needs.

Unit No.	Content
Unit-1	Introduction: market and marketing, definition, nature and scope of marketing, exchange process, functions of marketing, core marketing concepts
Unit-2	Marketing orientations: evolution of modern marketing concept, holistic marketing concepts, new marketing orientations selling vs. marketing
Unit-3	Marketing mix: 7 P's & 7 C's of Marketing, 4 A's of Marketing, customer quality, value and satisfaction, Michael E. Porters chain analysis model
Unit-4	Marketing environment: Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions
Unit-5	Consumer behaviour: buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process
Unit-6	Segmentation decisions: market segmentation, characteristics of a segment, bases for segmenting a consumer market, levels of market segmentation, factors influencing selection of market segments
Unit-7	Targeting and positioning: Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process
Unit-8	Product decisions: concept and classification, layers of products, major product decisions, product-mix, new product development stages, packaging and labelling, product life cycle (PLC) – concept and appropriate strategies adopted at different stages
Unit-9	Pricing decisions: pricing – objectives, price sensitivity, factors affecting price of a product, pricing methods and strategies, ethical issues in product and pricing decisions
Unit-10	Distribution planning: channels of distribution – concept and importance, different types of distribution middlemen and their functions, selection, motivation and performance appraisal of distribution middlemen
Unit-11	Distribution decisions: decisions involved in setting up the channel, channel management strategies, distribution logistics – concept, importance and major logistics decisions, channel integration and systems, ethical issues in distribution decisions
Unit-12	Distribution decisions: retailing and wholesaling, types of retail formats, retail theories, retailing strategies, non-Store retailing, wholesaling – nature and importance, types of wholesalers, developments in retailing and wholesaling in Indian perspective

Unit-13	Promotion decisions: role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion mix, factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media
Unit-14	Trends in marketing: service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing

READINGS:

1. MARKETING MANAGEMENT by KOTLER, P. & KELLER, K. L. (2017), PEARSON
2. BASIC MARKETING by MCCARTHY, E. J., CANNON, J. AND PERREAULT, W. (2014), MCGRAW-HILL EDUCATION
3. MARKETING CONCEPTS AND CASES by ETZEL, M. J., WALKER, B. J., STATON, W. J., & PANDIT, A. (2010), TATA MCGRAW HILL

Course Code	DEMG581	Course Title	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: enumerate the concept of management practices and organizational behavior.

CO2: develop and sharpen acumen of how different management thoughts can be used to improve organization functioning.

CO3: analyze the importance of management practices and important organizational behavior dimensions at different levels of organization.

CO4: appraise the dynamics of industrial relations and to manage them as per statutory regulations.

CO5: apply human resource management functions to handle emerging issues.

Unit No.	Content
Unit-1	Organizational behavior: relationship between management and organization behavior, model of OB and contributing disciplines to the OB field Foundations of individual behavior: values, attitude and job satisfaction, theories of learning and behavior modification
Unit-2	Personality: theories of personality and its assessment, transactional analysis and attribution theory of perception Emotions: emotional intelligence and affective events theory of emotion Motivation: early and contemporary theories of motivation
Unit-3	Group dynamics: group dynamics and its significance, types of groups, formation and stages of group development, group performance factors Team development: team formation, its types and difference between group and team
Unit-4	Organizational conflict and negotiations: conflict sources, types and levels of conflict, traditional and modern approaches to conflict, resolution of conflict through negotiation Stress: sources and consequences of stress, stress management techniques
Unit-5	Introduction: External and Internal Forces of environment affecting HRM, Objectives and functions of HRM. Human Resource Planning: HRP process, Barriers and Prerequisites for Successful HRP.
Unit-6	Job Analysis: Methods of Collecting Job Data, Potential Problems with Job Analysis, Process of Job Analysis, Job Design and its approaches,
Unit-7	Recruitment & Selection: Meaning, Recruitment process, Recruitment Methods, Challenges in India and Selection Process
Unit-8	Talent Management: talent management, talent retention, talent acquisition and sources of talent acquisition Orientation, induction and placement: process of orientation, induction and placement programme, Evaluation of Orientation Programme
Unit-9	Training and Development: employee training, difference in training and development, methods of training, methods of management development, people capability maturity model
Unit-10	Career planning and management: career management, process of career planning, challenges in career planning.
Unit-11	Performance management system: performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling.
Unit-12	Compensation management: types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe benefits,

	employee engagement and retention.
Unit-13	Managing industrial relations: major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure
Unit-14	Industrial Disputes: industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India

READINGS:

1. ORGANIZATIONAL BEHAVIOUR by STEPHEN P. ROBBINS. TIMOTHY A. JUDGE. NEHARIKA VOHRA, PEARSON
2. MANAGEMENT by MANAGEMENT BY STEPHEN P. ROBBINS. MARY COULTER. NEHARIKA VOHRA, PEARSON
3. HUMAN RESOURCE MANAGEMENT by DESSLER, G. AND VARKEY, B, PEARSON

Course Code	DEFIN542	Course Title	CORPORATE FINANCE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: understanding finance function with respect to its evolution and growth.

CO2: understanding the concept of Time Value of Money and interpreting the results based on calculations.

CO3: analyzing financing needs of the businesses and designing an optimum capital structure.

CO4: understanding the retention and distribution of profits and impact on business valuation.

Unit No.	Content
Unit-1	Financial Management: overview, evolution of finance, the basic goal: creating shareholder value, agency issues, business ethics and social responsibility.
Unit-2	Sources of Finance: long-term and short-term sources of finance- ordinary shares, preferences shares, redeemable irredeemable debentures, Debt vs. Equity.
Unit-3	Money Market Instruments: treasury bills, commercial papers, certificate of deposits, treasury management and treasury operations in corporate. external commercial borrowings, financing for MSMEs
Unit-4	Time Value of Money concept: compounding and discounting, future value and present value, annuities, effective interest rates.
Unit-5	Investment Decisions: capital budgeting decisions, rationale of capital budgeting, non-discounting capital budgeting techniques - payback period, profitability index, accounting rate of return.
Unit-6	Investment Decisions: discounting techniques of capital budgeting - NPV, IRR, discounting payback period method, estimation of cash flows, NPV v/s IRR, risk analysis in capital budgeting - sensitivity analysis, certainty equivalent approach.
Unit-7	Cost of Capital: meaning and concept, cost of debt, cost of equity, cost of retained earnings, calculation of WACC, international dimensions in cost of capital.
Unit-8	Financing Decisions: capital structure, theories and value of the firm - net income approach, net operating income approach, traditional approach, Modigliani miller model, determining the optimal capital structure, checklist for capital structure decisions, costs of bankruptcy and financial distress.
Unit-9	EBIT-EPS Analysis: concept of leverage, types of leverage: operating leverage, financial leverage, combined leverage.
Unit-10	Dividend Decisions: factors determining dividend policy, theories of dividend Gordon model, Walter model, MM Hypothesis.
Unit-11	Forms of Dividend: cash dividend, bonus shares, stock split, stock repurchase, dividend policies in practice.
Unit-12	Working Capital Management: working capital policies, risk-return trade-off, cash management, receivables management.
Unit-13	Corporate Governance: value-based corporate culture, disclosures, transparency and accountability, corporate governance and human resource management, evaluation of performance of board of directors, succession planning, public sector undertakings and corporate governance, Insider trading, Lessons from corporate failure.
Unit-14	Economic outlook and Business Valuation: impact of changing business environment on corporate valuation, climate change and corporate valuation, business sustainability and corporate valuation, role of environmental, social, and governance (ESG) factors in corporate valuation.

READINGS:

1. FUNDAMENTALS OF CORPORATE FINANCE by JONATHAN BERK, PETER DEMARZO & JARRED HARDFORD, PEARSON
2. CORPORATE FINANCE by STEPHEN A. ROSS, RANDOLPH W. WESTERFIELD & JEFFREY JAFFE, MCGRAW HILL

Course Code	DEOPR639	Course Title	OPERATIONS MANAGEMENT AND RESEARCH
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: analyze how to optimally utilize the resources.

C02: apply the concepts in solving real life problems.

C03: adapt different opinions and make correct judgment.

C04: apply mathematical models to a given problem.

C05: analyze the various decision-making environments and the tools applicable to them.

Unit No.	Contents
Unit- 1	Introduction to Operations Management and Research: introduction and scope of operation management, emerging issues in operations management, history of operations research, definitions and features of operations research approach, models and modelling in operations research, applications of operations research
Unit- 2	Forecasting: introduction, features and elements of forecasting, forecast based on judgment and opinion, forecast based on time-series data, associative forecasting techniques, concept of forecasting errors
Unit- 3	Design and layout: production of goods versus delivery of services, product-process matrix, design process, product design, service design, process types, product and service profiling, automation, facility layout, line balancing
Unit- 4	Location planning and analysis: need and nature of location decisions, factors that affect location decisions, evaluating location alternatives
Unit- 5	Management of quality: defining quality-dimensions of quality, determinants of quality, the cost of quality, quality tools, total quality management, inspection, control charts for variables (mean and range chart), control charts for attributes (p-chart, c-chart), run test
Unit- 6	Planning: Aggregate Production Planning; Master Production Schedule and MRP, MRP-II, ERP
Unit- 7	Inventory management: nature and importance of inventories, inventory counting systems and inventory costs, economic production quantity, quantity discounts, EOQ model
Unit- 8	Supply chain management: need, elements, and benefit of effective SCM, logistics and reverse logistics, requirements, and steps for creating an effective supply chain, lean vs. agile supply chains
Unit- 9	JIT and lean operations: goals and building blocks of lean systems
Unit- 10	Linear Programming: general mathematical model of linear programming, linear programming formulation, graphical solution, simplex method, Big M method, special cases
Unit- 11	Assignment and transportation problem: Hungarian Assignment Model (HAM), special cases in assignment problem, Initial Basic Feasible Solution (IBFS) i.e. NWCM, LCM and VAM Method, optimization using stepping stone and MODI, special cases including concept of degeneracy
Unit- 12	Project Management and Queuing Theory: difference between PERT and CPM, PERT problem with three time estimates and concept of probability, basic concepts and parameters of a queuing model, m/m/1 model characteristics
Unit- 13	Game Theory: basics, saddle point, mixed strategies including odds, dominance, sub games and graphical method
Unit- 14	Decision Theory: basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty, concept of decision trees, decision tree analysis

READINGS:

1. OPERATIONS MANAGEMENT by WILLIAM J STEVENSON, MCGRAW HILL EDUCATION
2. OPERATIONS MANAGEMENT by NORMAN GAITHER, GREGORY FRAZIER, CENGAGE LEARNING

Course code	DEMGN801	Course Title	BUSINESS ANALYTICS	
			WEIGHTAGES	
			CA	ETE(Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: apply quantitative modelling and data analysis techniques to problems of real world.

CO2: employ best practices in data visualization to develop charts, maps, tables, and other visual representations techniques to communicate findings to diverse audiences.

CO3: identify and describe complex business problems in terms of analytical models.

CO4: apply appropriate analytical methods to find solutions to business problems that achieve stated objective.

Unit No.	Content
Unit 1	Business analytics and summarizing business data: Overview of business analytics: scope, application, R-studio environment for business analytics, basics of R: packages, vectors, datatypes and data structures
Unit 2	Summarizing business data: One variable and two variables statistics, concept of pipes operator, functions to summarize variables: select, filter, mutate, arrange, summarize and group by
Unit 3	Business data visualization: Basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition
Unit 4	Business forecasting using time series: Time series modelling, exploration of time series data using R, ARIMA, GARCH, VAR methodologies for time series analysis
Unit 5	Business prediction using generalised linear models: Logistic regression and statistical inference with application, survival analysis and its application
Unit 6	Machine learning for businesses: Supervised models: K-NN and decision trees, unsupervised models: K-means and hierarchical clustering, classification and prediction accuracy
Unit 7	Text analytics for business: Creating and refining text data, inferences through graphs, topic modelling and TDM analysis, sentiment analysis
Unit 8	Business intelligence: Introduction to business intelligence, role of data and data base management, role of data mining in business strategy
Unit 9	Data visualization: Role of visualization in business intelligence, introduction to charts, graphs and maps
Unit 10	Data environment and preparation: Managing metadata, extracts and live data, cross database joints and union
Unit 11	Data blending: Data prep with text and excel files, understating data types, extracting data from various file formats
Unit 12	Design fundamentals and visual analytics: Filters, sorting, groups and sets, interactive filters, forecasting, use of tooltip, reference line, parameter, drill down and hierarchies
Unit 13	Decision analytics and calculations: Types of calculations, logic calculations (including if comment, nested if command etc.), data calculations, string calculations
Unit 14	Mapping: Role of maps in business intelligence and visualization, editing unrecognized locations

READINGS:

1. R FOR EVERYONE: ADVANCED ANALYTICS AND GRAPHICS by JARED P. LANDER, PEARSON
2. VISUAL DATA STORYTELLING WITH TABLEAU by LINDY RYAN, PEARSON
3. TEXT MINING WITH R: A TIDY APPROACH by JULIA SILGE AND DAVID ROBINS, SHROFF PUBLISHERS & DISTRIBUTORS PVT. LTD
4. MASTERING TABLEAU by DAVID BALDWIN AND MARLEEN MEIER, PACKT PUBLISHING

Course code	DEMGN832	Course Title	RESEARCH METHODOLOGY
			WEIGHTAGES
			CA
			ETE(Th.)
			30
			70

Course Outcomes: Through this course, the student will be able to

C01: identify critical thinking and scientific approaches to formulate research problems.

C02: describe research design approaches, methods and conceptual differences to apply across different research contexts.

C03: generalize familiarity with a phenomenon or to achieve new insights into it.

C04: interpret results generated from data analysis and report the findings.

Unit No.	Content
Unit 1	Background of research- Developing research proposals, research paradigms- contributions of research to theory and practice and research ethics
Unit 2	An introduction to research- Meaning, process, defining, research problem: selection, understanding and necessity of defined problem, research design, need and types of Research Design
Unit 3	Reviewing literature- Identifying, accessing and managing sources of information and scholarly literature, academic writing and referencing and steps in literature review development
Unit 4	Types of data in research- Primary and secondary data and sources, nature of qualitative and quantitative research, data and variables used in qualitative and quantitative methods, writing up qualitative research
Unit 5	Sampling design- Sampling design process, characteristics of good sample, types of sampling design, sampling techniques- random and non-random
Unit 6	Measurement and scaling technique: Tools of sound measurement, techniques of developing measurement tools, scaling meaning and important scaling techniques, statistical properties of different scales
Unit 7	Data collection methods- Observation, experimentation and survey methods, questionnaire: introduction, design process and coding the questionnaire
Unit 8	Descriptive statistics and time series- Measures for central tendency- ungrouped and ungrouped data, dispersion and distribution, index number and time series analysis
Unit 9	Hypothesis testing- Hypothesis definition and process, types and hypothesis testing procedure for t and z tests differences for single, two populations and paired sample
Unit 10	Test of association- Correlation coefficient- Spearman rank and Karl's Pearson and test of association between nominal data- Chi-square test
Unit 11	Analysis of Variance (ANOVA) and prediction techniques- Analysis of variance for mean difference, reliability and validity, bivariate regression and multiple regression analysis
Unit 12	Multivariate analysis- Classification, important methods of factor analysis, factor analysis procedure, rotation in factor analysis, overview of cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis
Unit 13	Reporting a quantitative study- Technique and precaution of interpretation, significance of report writing, layout and types of report
Unit 14	Writing research proposals- Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management- Presentation and defense of proposals

READINGS

1. BUSINESS RESEARCH METHODS by NAVAL BAJPAI, PEARSON
2. MARKETING RESEARCH by NARESH K MALHOTRA, PEARSON
3. MARKETING RESEARCH: TEXT AND CASES by NARGUNDKAR, R., MCGRAW HILL EDUCATION

Course code	DEBSL605	Course Title	LEGAL ASPECTS OF BUSINESS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: apply the statutory provisions related to Contract Act and Sales of Goods Act in business organizations.

C02: use legal rights and remedies by applying the provisions related to Consumer and Intellectual Property Rights.

C03: analyze the legal issues related to Negotiable Instruments.

C04: interpret the legal implications of FEMA and Competition Act in designing various business policies and strategies.

C05: develop the understanding of Company form of business organization from its incorporation to winding up.

Unit No.	Content
Unit 1	Indian Contract Act, 1872: essentials of contract, kinds of contract, free consent, discharge of contract, breach of contract
Unit 2	Sale of Goods Act, 1930: contract of sale, conditions and warranties, rights of unpaid seller
Unit 3	Consumer Protection Act 2019: introduction and objectives, rights of consumers, redressal machinery
Unit 4	Intellectual Property Rights: patents, copyrights, trademarks, trade secrets, geographical indications, traditional knowledge, digital library, intellectual property infringement
Unit 5	Negotiable Instruments Act, 1881: characteristics and kinds of Negotiable Instruments, comparison between promissory note, bill of exchange and cheque
Unit 6	FEMA Act, 1999: introduction, definitions, regulation and management of Foreign Exchange
Unit 7	Competition Act, 2002: definitions, anti-competitive agreements, abuse of dominant position, Combinations
Unit 8	Companies Act, 2013 (preliminary): company and its characteristics, kinds of companies, limited liability partnership, formation of a company
Unit 9	Company Documents: Memorandum of Association, Articles of Association, Doctrine of constructive Notice, Doctrine of Indoor management
Unit 10	Prospectus: types of prospectus, legal consequences of misstatement in prospectus
Unit 11	Raising of Capital: Share and share capital, Alteration of share capital, Borrowing powers and charges
Unit 12	Company Management: appointment and removal of directors
Unit 13	Company Meetings: essentials of a valid meeting and types of meeting
Unit 14	Company winding up: modes of winding up under IBC Act and compulsory winding up under Companies Act, 2013

READINGS:

1. ELEMENTS OF BUSINESS LAW by N.D KAPOOR, SULTAN CHAND & SONS (P) LTD.
2. A TEXTBOOK OF COMPANY LAW by P. P. S. GOGNA, S CHAND PUBLISHING

3. A HANDBOOK ON CORPORATE AND OTHER LAWS by CA CS MUNISH BHANDARI, BESTWORD PUBLICATIONS PVT. LTD.
4. LEGAL ASPECTS OF BUSINESS: CONCEPTS AND APPLICATIONS by PARUL GUPTA, VIKAS PUBLISHING HOUSE

Course code	DEPEL537	Course Title	COMMUNICATION FOR LEADERS	
			AGES	
			CA	ETE(Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01:develop critical thinking skills employed in small groups and publicspeaking.

C02:compose business communication documents with structural precision and verbal accuracy.

C03:formulate business queries and respond to any reason related to the business situation.

C04:use semantic and syntactic structure as per the advanced level of Common European Framework.

C05:employ their reading speed and comprehension of business articles.

C06:demonstrate consistent and appropriate language use in extended conversations and discussions.

Unit No.	Content
Unit 1	Listening- understanding vocabulary and context: matching phrases and words with definitions, taking notes and completing them, understanding phrases and expressions in context
Unit 2	Listening for Details: filling missing details, interpreting listening tracks, identifyingkeyand supporting ideas, taking detailed notes on information
Unit 3	Tenses, Clauses and transitional words or phrases: usage of defining and non-defining relative clauses, pronoun problems, usage of as or like, future time clauses, usage of tenses, infinitives, reference devices, position of adverbs, transitional markers,
Unit 4	Sentences: cleft sentences, synthesis of sentences, complex sentences, conditional sentences, alternatives to if
Unit 5	Vocabulary: one word substitution for a definition, abbreviations, antonyms, synonyms,connotative and denotative meanings, contextual use of words and phrases, substitution, collocation, concession words and phrases
Unit 6	Idioms and Proverbs: phrasal verbs, meaning and usage of idioms and proverbs, formal and informal usage of language
Unit 7	Reading Skills: types of texts – narrative, descriptive, extrapolative, essential skills for reading comprehension – decoding, fluency, vocabulary, reasoning and background knowledge, reading techniques
Unit 8	Comprehension Skills: identifying errors and superfluous words, identifying co-relation of sentences and paragraphs, finding supporting ideas, identifying purpose, different strategies of comprehension, reading texts of different genres andof varying length, reading and interpreting non-linguistic texts, reading and understanding incomplete texts
Unit 9	Group Discussion: brainstorming ideas, taking stance, working in groups and enacting roles, showing agreement and disagreements, discussing possible scenarios, discussing various business possibilities, argument building for persuasion
Unit 10	Presentation Skills: do's and don'ts of presentation skills, presenting information and business proposals, making a short talk
Unit 11	Role Play and debate: useful vocabulary and phrases, assuming and reacting in different business scenarios, interviewing a partner, debate, group-forecasting, negotiation skills, debating pros and cons of a business decision
Unit 12	Writing Techniques and Strategies: types of writing, cohesion and coherence, expansion of ideas, thesis sentence, expansion of given sentence, reorganizing jumbled sentences into a coherent paragraphing, writing style and techniques
Unit 13	Writing: summarizing, explanation of points, paragraph writing, précis writing, essay writing
Unit 14	Business Correspondence: formats of business correspondence, writing and replying to

READINGS:

1. BUSINESS BENCHMARK- ADVANCED by GUY BROOK- HART, CAMBRIDGE PUBLICATIONS
2. ADVANCED ENGLISH GRAMMAR by MARTIN HEWINGS, CAMBRIDGE UNIVERSITY PRESS
3. THE MCGRAW-HILL HANDBOOK OF ENGLISH GRAMMAR AND USAGE by MARK LESTER, LARRY BEASON, MC GRAW HILL

Course code	DEHLT501	Course Title	HEALTHCARE DELIVERY SYSTEMS AND PUBLIC HEALTH ADMINISTRATION
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: analyze the healthcare delivery systems, issues and challenges in relations to policies implementation and, evaluate the health care costs and health care financing.

CO2: apply the analytical and critical thinking abilities for Performance assessment and process improvement of healthcare organizations.

CO3: review the technologies and methodologies of data-based decision making tools used for healthcare delivery systems.

CO4: evaluate the design and management control systems impact of healthcare delivery systems.

CO5: develop implement and manage various public health programs administrations.

Unit No.	Content
Unit1	Introduction to Healthcare Delivery Systems: Overview of healthcare systems, roles and challenges, governance in healthcare, policy and planning, and healthcare delivery models
Unit2	Health Information Management and Financing: Health informatics systems, financing mechanisms in healthcare, cost containment strategies, and financial sustainability in healthcare systems
Unit3	Performance Assessment in Healthcare: Approaches for performance assessment, patient safety indicators, proactive risk assessment, and methodologies for evaluating healthcare quality
Unit4	Process Improvement Management: Principles of lean in healthcare, Kaizen methodology, Six Sigma for process optimization, and continuous improvement strategies
Unit5	Alternative Models of Healthcare Delivery: Integrated models of healthcare delivery, primary and preventive care models, community-based healthcare delivery systems
Unit6	System Engineering in Healthcare: Basics of systems engineering, healthcare system modeling, application of engineering principles in healthcare optimization
Unit7	Technologies in Healthcare Delivery: Emerging technologies such as AI, IoT, telemedicine, and their applications in enhancing healthcare services
Unit8	Queueing Theory and Modeling in Healthcare: Queueing systems for managing patient flow, reducing waiting times, and improving service delivery in healthcare settings
Unit9	Markov Decision Processes: Concepts of Markov models, applications in healthcare decision-making, resource allocation, and cost-effectiveness analysis
Unit 10	Healthcare Design and Planning: Principles of designing healthcare facilities, planning preventive and emergency care, and optimizing resource allocation
Unit 11	Control and Management of Healthcare Systems: Strategies for controlling healthcare systems, operational management, and the role of leadership in healthcare organizations
Unit 12	Preventive Care and Telemedicine: Preventive healthcare services, health promotion programs, and implementation of telemedicine for remote healthcare delivery
Unit 13	Pharmacy and Laboratory Operations in Healthcare: Management of pharmacy operations, quality control in clinical laboratories, and regulatory compliance

Unit 14	Emergency and Pandemic Response Planning: Planning for healthcare emergencies, disaster preparedness, pandemic response strategies, and collaboration with public health agencies
Unit 15	Public Health Administration Framework: Roles of public health administration, policy frameworks, governance models, and integration with healthcare services
Unit 16	Data Acquisition in Public Health: Methods of data collection, data analytics in public health, and the use of digital tools for epidemiological studies
Unit 17	Use of Information Systems in Public Health: Applications of Health Information Systems (HIS), electronic health records (EHR), and data-driven decision-making
Unit 18	Provision of Primary Healthcare Services: Strategies for delivering primary healthcare, assessment of patient pathways, and community engagement in healthcare delivery
Unit 19	Evaluation of Public Health Programs: Methods for evaluating public health programs, impact assessment, cost-effectiveness analysis, and policy recommendations
Unit 20	Future Directions in Healthcare Systems: Innovations in healthcare delivery, advancements in AI and automation, predictive healthcare models, and sustainable healthcare practices

READINGS:

1. HANDBOOK OF HEALTHCARE DELIVERY SYSTEMS by YEUHWERN YIH, CRC PRESS
2. HEALTH CARE ADMINISTRATION: MANAGING ORGANIZED DELIVERY SYSTEMS by LAWRENCE F. WOLPER, JONES & BARTLETT LEARNING
3. HEALTHCARE MANAGEMENT AND ADMINISTRATION by S. L. GOEL, DEEP & DEEP PUBLICATIONS PVT. LTD

Course code	DEHLT502	Course Title	MEDICAL TERMINOLOGY AND MEDICAL RECORDS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: apply medical terminology effectively in transcribing patient conditions in clinical practice.
CO2: evaluate patient records for accurate biological term usage during audits.
CO3: analyze clinical scenarios to ensure accurate medical terminology usage.
CO4: design policy matters on biomedical instrumentation for its maintenance and utility.
CO5: apply best practices in medical record-keeping for accurate filing and management.
CO6: create a framework for integrating telemedicine and emerging health technologies into medical records.

Unit No.	Content
Unit1	Introduction to Medical Terminology: Purpose and importance of medical terminology, formation of medical terms (prefixes, suffixes, roots, and combining forms), terms of signs and symptoms in medical terminology
Unit2	Medical Investigations and Diagnosis: Terminology related to diagnostic investigations (X-rays, MRI, CT scans), terms used in prognosis and treatment, common diseases and conditions (infections, fractures, diabetes), overview of drugs (antibiotics, pain relievers, antidiabetics)
Unit3	Medical Terms Associated with the Nervous System: Overview of the nervous system (brain, spinal cord, and nerves), common diseases and conditions (epilepsy, Parkinson's, Alzheimer's, migraines), related drugs (antiepileptics, painkillers, sedatives)
Unit4	Medical Terms Associated with Circulatory and Respiratory Systems: Overview of the circulatory system (heart, blood vessels) and respiratory system (lungs, airways), diseases (hypertension, heart attack, stroke, asthma, bronchitis, COPD, pneumonia), related drugs (antihypertensives, anticoagulants, bronchodilators, inhaled corticosteroids, antibiotics)
Unit5	Medical Terms Associated with the Digestive and Urinary Systems: Overview of the digestive system (stomach, intestines, liver) and urinary system (kidneys, bladder), diseases (GERD, ulcers, hepatitis, UTI, kidney stones, chronic kidney disease), related drugs (antacids, laxatives, diuretics, antibiotics, proton pump inhibitors)
Unit6	Medical Terms Associated with the Musculoskeletal System: Overview of the musculoskeletal system (bones, joints, muscles), diseases (osteoporosis, arthritis, muscular dystrophy), related drugs (NSAIDs, muscle relaxants, calcium supplements)
Unit7	Medical Terms Associated with Reproductive and Endocrine Systems: Reproductive system (male and female anatomy) and endocrine system (glands and hormones), diseases (PCOS, infertility, sexually transmitted infections, diabetes, hypothyroidism, adrenal insufficiency), related drugs (contraceptives, hormone therapy, insulin, thyroid hormones, corticosteroids)
Unit8	Medical Terms Associated with Blood and Immunity: Overview of blood (composition and functions) and immune systems (antibodies, immune response), diseases (anaemia, leukaemia, autoimmune disorders), related drugs (immunosuppressants, anticoagulants, iron supplements)

Unit 9	Medical Terms Associated with Sense Organs: Overview of sense organs (eyes, ears, skin, nose, tongue), diseases (cataracts, glaucoma, otitis media, eczema), related drugs (antihistamines, antibiotics for ophthalmic/optic use, steroid creams)
Unit 10	Biomedical Monitoring Systems: Introduction to biomedical instrumentation, monitoring systems (ECG, blood pressure, pulse oximeter), diagnostic imaging (ultrasound)
Unit 11	Portable and Laboratory Equipment: Syringe pumps, centrifuge, analysers, laboratory equipment used in healthcare
Unit 12	Life Support and Therapeutic Equipment: Defibrillators, ventilators, infant warmers, therapeutic equipment (ultrasound therapy, sterilizers)
Unit 13	Operating Room Equipment: Overview of operating room equipment, including boilers, warmers, and sterilizers
Unit 14	Introduction to Medical Records: Concept and purpose of medical records, types of medical records, organization of medical record forms
Unit 15	Filing and Storage of Medical Records: Filing systems, storage of medical records, workflow of medical records in healthcare facilities
Unit 16	Medicolegal Aspects of Medical Records: Confidentiality of medical records, legal aspects and policies, guidelines for medical record management
Unit 17	Emerging Trends in Medical Records: Electronic health records (EHR), E-health and M-health, applications in modern healthcare
Unit 18	SOAP Technique and Transcription: SOAP (Subjective, Objective, Assessment, Plan) technique, medical transcription processes and standards
Unit 19	Risks and Challenges in Medical Records: Confidentiality risks, challenges in maintaining accuracy, compliance with regulations
Unit 20	Telemedicine and Emerging Technologies: Overview of telemedicine, applications in healthcare, future trends in medical record science (AI and automation)

READINGS:

1. MEDICAL INSTRUMENTATION AN INDIAN ADAPTATION APPLICATION AND DESIGN 5TH EDITION 2021 AT MERIPUSTAK MEDICAL INSTRUMENTATION AN INDIAN ADAPTATION APPLICATION AND DESIGN by JOHN G. WEBSTER AND AMIT J. NIMUNKAR, WILEY
2. MEDICAL TERMINOLOGY: AN ILLUSTRATED GUIDE by BARBARA JANSON COHEN, LIPPINCOTT WILLIAMS & WILKINS, LIPPINCOTT WILLIAMS & WILKINS
3. MEDICAL TERMINOLOGY, ILLUSTRATED GUIDE by BARBARA JANSON COHEN, ANN DEPETRIS, WILEY

Course code	DEHLT605	Course Title	HOSPITAL AND HEALTHCARE INFORMATION MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to
CO1: analyze the concepts of healthcare information system.
CO2: assess the database management models applications in healthcare system.
CO3: examine the various stages of system development life cycle in hospital and healthcare.
CO4: evaluate the implications of technological advancements in hospital and healthcare.
CO4: construct an intelligent healthcare system for better experience.

Unit No.	Content
Unit1	Introduction to Health Information Management: Overview of health information systems, categories and types, importance of data quality, retrieval and retention of healthcare data, and fundamentals of systems thinking
Unit2	Information Systems in Healthcare Organizations: Structure and organization of healthcare information systems, differences between operational, tactical, and strategic systems, and challenges in integration
Unit3	Clinical Decision Support Systems (CDSS): Role of CDSS in improving care coordination, functionalities, types, implementation challenges, and future trends
Unit4	Electronic Health Records (EHR): Features, standards, benefits, barriers to adoption, interoperability, and role in patient-centered care and clinical documentation
Unit5	Interoperability in Healthcare Systems: Concepts of interoperability, technical and semantic standards, challenges in data exchange, and integration with other systems
Unit6	Innovating Payment Models and Health Information Exchange (HIE): Use of health IT in alternative payment models, functionalities of HIE, role in data sharing, and promoting value-based care
Unit7	Evolving Role of Health IT in Patient-Centered Care: How digital tools enable better patient engagement, shared decision-making, patient portals, and interactive care
Unit8	Impact of Digital Transformation in Healthcare: How AI, IoT, and mobile health technologies are reshaping healthcare delivery and efficiency improvements
Unit9	End-User Adoption of Health IT Systems: Barriers to adoption, strategies to enhance user engagement, training methodologies, and usability principles
Unit 10	Clinical Informatics: Scope, application areas, emerging trends, and how informatics bridges clinical practice and IT systems
Unit 11	Healthcare Information System Design: Approaches to system design, user requirement gathering, data flow diagrams, and prototyping methods
Unit 12	System Development Life Cycle in Healthcare: Phases of the system development process, agile and waterfall methodologies, and real-life case studies in healthcare
Unit 13	Data Modeling in Healthcare Systems: Basics of healthcare data modeling, creating entity-relationship diagrams, and ensuring data normalization

Unit 14	Telemedicine and Intelligent Healthcare Systems: Technologies enabling telemedicine (e-Health,m-Health), wearable devices, and their applications in healthcare delivery
Unit 15	Predictive Analytics in Healthcare: Applications of machine learning and deep learning in predictive analysis, use cases, and healthcare decision-making
Unit 16	Genetic Algorithms in Healthcare Intelligence: Role of genetic algorithms in disease diagnosis, intelligent health systems, and computational biology applications
Unit 17	Emerging Technologies in Healthcare Information Management: Introduction to blockchain, cognitive computing, and virtual hospital database management
Unit 18	Role of Big Data and Analytics: Big data applications in healthcare, population health management, predictive modeling, and payer-provider transformation
Unit 19	Healthcare Insurance and Accountability Act (HIPAA): Overview of data privacy laws, compliance standards, and role of health IT in ensuring data security
Unit 20	Future of Healthcare IT and Innovations: Next-generation wellness technologies, personalized and precision healthcare, and AI-driven customer-centric solutions

READINGS:

1. INFORMATION MANAGEMENT FOR HEALTH PROFESSIONS by MERIDA JOHNS, CENGAGE LEARNING
2. HOSPITAL INFORMATION SYSTEM - A CONCISE STUDY by KELKAR S. A, PAPERBACK

Course Code	DEMGN571	Course Title	CORPORATE STRATEGY AND ENTREPRENEURSHIP
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations.

C02: appraise the importance of environmental and industry analysis in formulating strategy.

C03: analyze the role of marketing, accounting, finance, operations management and human resource management in strategy formulation.

C04: evaluate strategic alternatives.

C05: evaluate the role of leadership, organizational structure and organizational culture in strategy Implementation.

C06: develop marketing plan, operations plan, HR plan and financial plan for new business ventures.

Unit No.	Content
Unit-1	Overview of strategic management: Strategic management, dimensions of strategic decisions, benefits of strategic management, strategy, strategic management process, mission, vision
Unit-2	External & Internal analysis: Firm's external environment, remote environment, industry environment, operating environment, SWOT analysis, internal factors, external factors, discovering core competencies, value chain, resource-based view, the internal analysis tool- Vrio framework, benchmarking, types of benchmarking, external factor evaluation matrix, internal factor evaluation matrix, competitive profile matrix
Unit-3	Corporate level strategies: Growth strategy, integration strategy, diversification strategy, turnaround strategy, defensive strategy
Unit-4	International strategy: Globalization, global strategic management, strategic orientations of global firms, competitive strategies in foreign market, management contracts, turnkey operations, equity alliance, globalization & India
Unit-5	Business level strategies: Business level strategies/generic strategies, evaluating & choosing business strategies, dominant product/service building value
Unit-6	Multi-business strategy & strategy implementation: Portfolio strategy, the synergy approach, parenting approach, patching approach, strategy implementation, organization culture
Unit-7	Evaluation, control & contemporary issues: Strategic evaluation & control, balanced scorecard, corporate governance, business ethics, social responsibility, environmental sustainability
Unit-8	Strategic management and entrepreneurship: Strategic management for start-ups, strategies for growing and maturing businesses, strategies for technology-oriented businesses
Unit-9	Latest trends in entrepreneurship: Social entrepreneurship, intrapreneurship, women entrepreneur, challenges and strategic solutions for problems faced by entrepreneurs in India
Unit-10	Overview of business plan: Components of a business plan, business ideas, business ideas selection, feasibility study, legalities involved for business plan, forms of ownership, SWOT analysis
Unit-11	Strategic marketing plan: Market segmentation, targeting & positioning, marketing mix, product mix, promotions mix, marketing communication, pricing strategies
Unit-12	Strategic operations plan: Operations plan, people and suppliers, manufacturing or outsourcing,

	plant location, plant layout, inventory management
Unit-13	Strategic human resources plan: Manpower planning, organizational structure, recruitment & selection, training & development, motivational techniques, performance appraisal
Unit-14	Strategic financial plan: Types of industrial finance, working capital, breakeven analysis, balance sheet, cash flow statement, payback period, return on investment

READINGS:

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION
2. ENTREPRENEURSHIP by ROBERT D HISRICH, MICHAEL P PETERS AND DEAN A. SHEPHERD, MCGRAW HILL EDUCATION

Course code	DEHLT607	Course Title	QUALITY ASSURANCE IN HEALTHCARE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to
CO1: describe the principles of quality management in healthcare facility.
CO2: demonstrate various quality indicators and benchmarks in healthcare settings.
CO3: analyze the process of quality healthcare implementation in India.
CO4: intervene the current system and scope of service of healthcare organization.
CO5: outline the practical implementation in healthcare facilities.
CO6: interpret the improvement of services in hospital industry.

Unit No.	Content
Unit1	Quality in Healthcare: Dimensions of quality in healthcare, International Society for Quality in Healthcare (ISQua), Quality Council of India (QCI)
Unit2	Essentials of Quality Improvement: Essentials of quality improvement in healthcare services, implementation of quality management programs in organizations, improvement of quality in healthcare, quality manual
Unit3	Accreditation Bodies: Types of accreditation bodies, NABH, NABL, Joint Commission International (JCI), scopes including Blood Bank/Storage Centres, PHC/CHC, AYUSH centres, wellness centre
Unit4	NABH Implementation Guidelines: Broad guidelines of NABH implementation and its levels, SOP (Standard Operating Procedure), committee formation and its functioning, self-assessment toolkit and its measurement
Unit5	Quality Management Frameworks: The Juran Trilogy, Total Quality Management (TQM) principles and techniques, PDSA (Plan-Do-Study-Act) cycle, Kaizen, Philip Crosby's principles
Unit6	Benchmarking and Lean Thinking: Benchmarking in quality management, Quality insurance and quality control, 5S principles, Lean Thinking, Six Sigma Process
Unit7	Analytical Tools in Quality Management: Pareto Analysis, FMEA (Failure Mode and Effects Analysis), Fish Bone Analysis, Root cause analysis (RCA), Corrective and preventive actions (CAPA)
Unit8	NABH Approaches for Patient-Centered Care: Understanding patient-centered approaches in NABH, Access, Assessment, and Continuity of Care (AAC), Care of Patients (COP), Management of Medication (MOM)
Unit9	NABH Approaches for Organization-Centered Care: Hospital Infection Control (HIC), Patient Rights and Education (PRE), Continuous Quality Improvement (CQI), Responsibilities of Management (ROM)
Unit 10	Facility and Safety Management: Facility Management and Safety (FMS), Human Resource Management (HRM), Information Management System (IMS)
Unit 11	Quality Function Deployment in Hospitals: Introduction to Quality Function Deployment (QFD), statutory compliance in hospitals, patient safety management programs
Unit 12	Infection Control Programs: Infection control programs in hospitals, tools and strategies for effective infection control
Unit 13	Quality Manual and Its Application: Development of a quality manual, Policies, manuals and SOP, application of quality manuals in healthcare organizations
Unit 14	Accreditation and Certification Processes: Overview of accreditation and certification processes, role of NABH and NABL in quality improvement

Unit 15	Total Quality Management (TQM) Techniques: Advanced TQM techniques, integration of TQM in healthcare services
Unit 16	Lean and Six Sigma in Healthcare: Application of Lean principles in hospital management, Six Sigma methodology for process improvement
Unit 17	Tools for Quality Monitoring: Fishbone Diagram (Cause-Effect Analysis), Pareto Analysis, Root Cause Analysis (RCA)
Unit 18	Evaluation of Quality Management Systems (QMS): Evaluation of QMS in healthcare, medical audits, Clinical audit, continuous monitoring, and improvement strategies
Unit 19	Challenges in Implementing Quality Standards: Challenges faced in implementing quality standards in healthcare, addressing resistance to change, staff training, and resource allocation
Unit 20	Emerging Trends in Quality Management: Emerging trends in healthcare quality management, integration of technology, AI in quality monitoring, future scope of quality improvement

READINGS:

1. QUALITY MANAGEMENT IN HOSPITALS by JOSHI SK, JAYPEE BROTHERS MEDICAL PUBLISHERS PVT. LTD.
2. TOTAL QUALITY MANAGEMENT by BESTERFIELD, PEARSON
3. QUALITY MANAGEMENT PAPERBACK by KANISHKA BEDI, OXFORD UNIVERSITY PRESS
4. TOTAL QUALITY MANAGEMENT PRINCIPLES, PRACTICE AND CASES by D.D. SHARMA, SULTAN CHAND & SONS (P) LTD.

Course code	DEHLT615	Course Title	HEALTHCARE INSURANCE AND MANAGED CARE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to
CO1: compare the evolution at current state of health insurance in India.
CO2: analyze managed care in India to assess its impact on health care delivery.
CO3: evaluate health benefits, coverage options and types of health insurance products.
CO4: assess health insurance underwriting and claims management.
CO5: evaluate the insurance regulatory framework in India to ensure compliance and effective management.
CO6: analyze managed care in India to assess its impact on healthcare delivery.

Unit No.	Content
Unit1	Introduction to Managed Healthcare and Health Insurance: Definition and scope of managed healthcare, the role of insurance in economic development, understanding risk and pooling, cost of risk, evolution of health insurance globally and in India, and a comparative analysis of public vs. private health insurance coverage in India
Unit2	Health Benefits, Coverage, and Types of Health Insurance Products: Classification of health insurance products, hospitalization indemnity products, high deductible plans, overseas travel insurance, group health cover, special products, and IRDAI guidelines on standardizing health insurance offerings
Unit3	Principles and Documentation of Health Insurance: Core principles of an insurance contract, legal aspects and special features, essential documentation for health insurance, and guidelines for customer compliance and support
Unit4	Health Insurance Underwriting and Claims: Basic concepts and principles of underwriting, tools and processes, underwriting of travel and personal accident insurance, claims management processes, and the critical role of third-party administrators (TPAs)
Unit5	Health Insurance Selling Process and Legal Aspects of Insurance Agency: Stages in the selling process, policy delivery procedures, importance of policy renewal, the Indian insurance regulatory framework, roles of intermediaries, and relevant legal regulations like the IRDAI guidelines and the Indian Contract Act
Unit6	Managed Care in India: Origin, growth, and development of managed care, its importance in healthcare, the management functions, system, and core components of managed care in the Indian context
Unit7	Health Insurance Data Analytics: Introduction to data analytics, data collection and preparation, descriptive and predictive analytics, risk assessment, fraud detection, and the use of visualization tools in health insurance analytics
Unit8	Health Insurance Technology and Innovation: Applications of telemedicine, blockchain, artificial intelligence, wearable technology, digital health platforms, and the significance of cybersecurity and data privacy in health insurance
Unit9	Global Health Insurance Trends and Best Practices: Overview of the international health insurance market, global regulations and standards, emerging trends, and case studies showcasing best practices in health insurance management worldwide
Unit 10	Health Insurance for Specific Populations: Health insurance tailored for senior citizens, women, children, and low-income groups, as well as coverage for critical illnesses and disabilities
Unit 11	Health Insurance and Social Security: The role of social security in healthcare,

	government-sponsored insurance programs, universal health coverage, and the impact of health equity and social justice
Unit 12	Ethics in Health Insurance: Ethical considerations in sales and marketing, maintaining patient privacy, handling adverse selection and discrimination, and ensuring professional responsibility in decision-making
Unit 13	Health Insurance and Healthcare Reform: Reforms in health insurance policies, their impact on the healthcare sector, challenges and opportunities, and the role of various stakeholders in driving healthcare reform
Unit 14	Health Insurance and Financial Planning: The significance of health insurance in financial planning, tax benefits, the financial impact of health events, and strategies for risk management and investment through insurance
Unit 15	Health Insurance and Consumer Protection: Consumer rights and grievance redressal mechanisms, the role of the Insurance Information Bureau (IIB), consumer courts, and safeguarding consumer interests in health insurance
Unit 16	Health Insurance and Public-Private Partnerships: Models of public-private partnerships (PPPs) in healthcare, benefits and challenges, successful PPP case studies, and the roles of the government and private sectors in these collaborations
Unit 17	Health Insurance and Disaster Management: The role of health insurance in disaster relief, pandemic preparedness, natural disaster coverage, and support for emergency medical services during crises
Unit 18	Health Insurance and Mental Health: Coverage for mental health in insurance policies, addressing challenges and stigma, the role of technology in mental health care, and advancements in ensuring equitable mental health insurance
Unit 19	Health Insurance and Occupational Health: Addressing occupational health risks, group health insurance for employees, workers' compensation insurance, and designing effective employee wellness programs
Unit 20	Health Insurance and Innovation in Healthcare Delivery: Adopting value-based care and pay-for-performance models, integrating precision medicine and population health management, leveraging technology in healthcare delivery, and future innovations in health insurance and healthcare systems

READINGS:

1. HEALTH INSURANCE AND MANAGED CARE by PETER R. KONGSTVEDT, MD, FACP, JONES & BARTLETT LEARNING
2. CAREER OPPORTUNITIES IN HEALTH CARE MANAGEMENT: PERSPECTIVES FROM THE FIELD by SHARON B. BUCHBINDER, RN, PHD; JON M. THOMPSON, PH.D, JONES & BARTLETT LEARNING

Course code	DEHLT616	Course Title	DISASTER MANAGEMENT IN HEALTHCARE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to
CO1: identify various types of disasters and its potential impact on healthcare ecosystem.
CO2: design a disaster preparedness plan for handling emergency situations.
CO3: integrate information to identify challenges associated with hospital hazards.
CO4: assess the potential risk of disasters on healthcare infrastructure and propose mitigation plan to minimize risk.
CO5: acquire skills to respond to disasters in accordance to standard operating protocols.
CO6: evaluate disaster management framework for risk reduction.

Unit No.	Content
Unit1	Introduction to Disaster Management in Hospitals: Definition and types of disasters, disaster management system in healthcare, key challenges in disaster situations, the importance of hospital disaster preparedness.
Unit2	Infrastructure and Facility Preparedness: Assessment of hospital infrastructure, retrofitting for disaster-resilient hospitals, development of emergency operation centers, and mock drills and their committees
Unit3	Mass Casualty Management: Planning for mass casualty incidents, triage strategies, coordination between departments, and communication protocols during mass casualty events
Unit4	Pre-Hospital Disaster Management Plans: Emergency medical services (EMS) response planning, coordination with first responders, pre-hospital care for trauma, and medical evacuation protocols
Unit5	Hospital Disaster Alertness and Response Mechanisms: Setting up hospital disaster response teams, activation of disaster codes, and effective communication systems during emergencies
Unit6	Disaster Preparedness for Vulnerable Groups: Special considerations for pediatric, elderly, and disabled populations during disasters, addressing cultural and language barriers in emergency response
Unit7	Disaster Committees and Their Roles: Formation and functioning of disaster committees, responsibilities of committee members, periodic reviews, and updating of disaster plans
Unit8	Hospital Hazards and Risk Factors: Overview of hazards in healthcare settings, fire safety measures, medical gas safety, electrical hazards, and preparedness for internal emergencies
Unit9	Remedial Measures for Hospital Safety: Implementation of corrective and preventive actions (CAPA), infection prevention protocols, and measures to address healthcare-associated infections
Unit 10	Elements of Risk and Vulnerability Identification: Understanding risk in healthcare facilities, vulnerability analysis, and tools for identifying potential threats to hospital safety
Unit 11	Risk Assessment and Audits: Techniques for risk assessment, conducting hazard identification and risk analysis (HIRA) audits, and utilizing findings for improving hospital safety
Unit 12	Disaster Response Protocols: Safety and security of hospital staff and patients, continuity of essential services, and steps for ensuring operational stability during disasters

Unit 13	Triage and Standard Operating Procedures (SOP): Triage principles, levels of triage, development and implementation of SOPs for disaster response, and patient flow management
Unit 14	Post-Disaster Recovery and Rehabilitation: Phases of recovery, rebuilding healthcare infrastructure, psychological support for patients and staff, and post-disaster evaluations
Unit 15	Reconstruction and Development Post-Disaster: Strategies for sustainable reconstruction, enhancing hospital resilience, and incorporating disaster management principles into future planning
Unit 16	International Cooperation in Disaster Management: Role of international organizations in disaster response, frameworks for collaboration, and sharing of resources and expertise
Unit 17	Hyogo Framework for Action: Principles of the Hyogo Framework, practical applications in healthcare disaster management, and evaluation of its outcomes
Unit 18	Sendai Framework for Disaster Risk Reduction: Overview of the Sendai Framework, its priorities, and its integration into hospital disaster planning
Unit 19	United Nations International Strategy for Disaster Reduction (UNISDR): Global strategies for reducing disaster risks, UNISDR tools and techniques, and their relevance to healthcare systems
Unit 20	WHO's Role in Health Emergency and Disaster Risk Management: The WHO's guidelines, emergency health cluster approach, strategies for disaster risk reduction, and promoting global health security

READINGS:

1. DISASTER MANAGEMENT FOR HEALTHCARE PROFESSIONALS by JOSHI SONOPANT G, JAYPEE BROTHERS MEDICAL PUBLISHERS PVT. LTD.
2. TRAUMA AND EMERGENCY HEALTH CARE MANUAL by WOMBEOGO AND KUUBIERE, AUTHOR HOUSE.

Course code	DEPEA515	Course Title	ANALYTICAL SKILLS-I	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: apply the procedural fluency with number system and mathematical operations to solve the stated problems.

CO2: apply an appropriate approach to solve problems related to percentage and profit & loss.

CO3: analyze the reasoning aptitude problems such as blood relation, direction sense and number ranking & time sequence test to solve related problems.

CO4: apply the analytical concepts learnt to solve the questions of ratio & proportion and alligation & mixture.

CO5: use the concepts of permutation & combination and probability to solve related problems.

CO6: apply the concepts learnt to solve the questions related to syllogisms and data interpretation.

Unit No.	Content
Unit 1	Number system: classification of numbers, rules of divisibility, multiplication and squaring of numbers, HCF & LCM of numbers, cyclicity of unit digit, remainder theorem
Unit 2	Average: average of numbers, arithmetic mean, weighted average
Unit 3	Mathematical operations: BODMAS rule, calculation based problem, conversion of symbols into signs
Unit 4	Percentage: commodity price increase/decrease, comparison based questions, population based examples, successive percent changes, budget based problems
Unit 5	Profit and loss: cost price, selling price, profit and loss, calculation of profit/loss percent, false weight, discount, successive discount, marked price
Unit 6	Direction sense test: understanding of directions, different types of practice problems
Unit 7	Blood relation: cracking jumbled up descriptions, relation puzzle, coded relations
Unit 8	Number, ranking and time sequence: number test, ranking test, time sequence test
Unit 9	Ratio and proportion: ratio and its types, proportion and its types, direct and indirect variations, partnership
Unit 10	Alligation or mixture: concept and rules of alligation, problem based on mixing of liquids/items
Unit 11	Problem on ages and numbers: problems on ages, problem on numbers
Unit 12	Permutation and combination: factorial, difference between permutation & combinations, circular permutation, arrangement and selection based problems, distribution and division Probability: experiment, sample space, event, probability of occurrence of an event, bayes theorem, odds of an event, selection based problems, binomial distribution
Unit 13	Logical Venn diagram and set theory: Venn diagram based problems, concept of set theory Syllogism: all, some and none relations, related statements with Venn diagram
Unit 14	Data interpretation: basics of data interpretation, average and percentage, tabulation, bar graphs, pie charts, line graphs

READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by Dr. R S AGGARWAL, S CHAND PUBLISHING
2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by Dr. R S AGGARWAL, S CHAND PUBLISHING
3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE

4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

Course code	DEPEA516	Course Title	ANALYTICAL SKILLS-II	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: employ the concepts learnt to analyze and solve the problems related to work based on time and efficiency.

C02: use an appropriate approach to solve problems related to time, speed and distance.

C03: analyze the various logical reasoning techniques to solve problems related to series completion, coding decoding in minimum possible time.

C04: utilize analytical skills to calculate simple and compound interest.

C05: articulate an appropriate approach to solve the problems related to clock and calendar.

C06: analyze the logical reasoning aptitude problems related to puzzle test and non-verbal reasoning to solve accordingly.

Unit No.	Content
Unit 1	Time and Work: chain rule, computation of work done together, men, women, children-based problems, wages-based work problems, alternate day work
Unit 2	Pipes and Cisterns: inlet-outlet, part of tank filled, time-based problems, alternate work
Unit 3	Time and Distance: concept of time speed and distance, conversion of Units, average speed concept, different types of problems
Unit 4	Problem on trains: relative speed concept, faster and slower train Boats and streams and races: downstream and upstream, linear and circular track
Unit 5	Sequence and series completion: series completion, analogy, classification, arithmetic and geometric progression
Unit 6	Alphabet test and logical sequence of words: alphabetical order of words, letter-word problems, rule detection, alphabetical quibble, word formation by unscrambling letters, word formation using Letters of a given word, alpha-numeric sequence puzzle, logical sequence of words
Unit 7	Coding-Decoding: letter coding, number/symbol coding, substitution, matrix coding, mixed letter coding, mixed number coding
Unit 8	Simple interest: basics of principal, rate and time, rate computation, time computation, amount computation
Unit 9	Compound interest: concept of simple and compound interest, questions based on relation between compound and simple interest
Unit 10	Calendar: calculating odd days, basic concept of calendar, finding the exact day
Unit 11	Clocks: concept of clock, angle computation, loss or gain in time
Unit 12	Data sufficiency: reasoning and quantitative data sufficiency problems Coding inequalities: basic operations, rules of inequalities, coded relations
Unit 13	Puzzle test: seating/placing arrangements, comparison type questions, sequential order of things, family-based problems
Unit 14	Non-Verbal Reasoning: series of figures, analogy of figures, classification of figures

READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by DR. R S AGGARWAL, S CHAND PUBLISHING
2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by DR. R S AGGARWAL, S CHAND PUBLISHING
3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

Course code	DEENG539	Course Title	ACADEMIC ENGLISH	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: differentiate between a range of authentic academic texts.

CO2: observe actively to lectures, presentations and interviews to understand key information.

CO3: construct a variety of essays and other assignments.

CO4: appraise academic grammar.

CO5: apply academic English and vocabulary in professional life.

Unit No.	Content
Unit 1	Academic writing: introduction, texts and academic texts, ways of writing, balanced versus weighted essays
Unit 2	Academic writing: brainstorming and outlining, gathering information
Unit 3	Writing paragraphs: introduction, types of paragraphs, enumeration
Unit 4	Writing paragraphs: exemplification, complex paragraphs, sequence
Unit 5	Writing paragraphs: comparison of items, cause effect in paragraph writing, visuals in paragraph writing
Unit 6	Basics of reports and research papers: introduction, types of reports, format of a report, assessment reports
Unit 7	Basics of reports and research papers: writing a report, understanding the text, data collection, writing a research paper
Unit 8	Basics of reports and research papers: overview of a research paper, selection of a research paper, plagiarism, citing sources, publication sources
Unit 9	Presenting your ideas: purpose of a presentation, components of a presentation, when to read or speak, preparation
Unit 10	Presenting your ideas: before the talk, on the podium, handling questions, strategic planning
Unit 11	Grammar for editing: basic sentences, verbs, nouns, editing a sentence
Unit 12	Grammar for editing: delayed subjects: it, there and what, the long and winding sentence, short sentences, parallelism
Unit 13	Working with words: misleading words, one word for many, complicated words, avoiding metaphors, redundant words
Unit 14	Working with words: linking words, expressing the degree of certainty, capitalization, sexist language

READINGS:

1. A COURSE IN ACADEMIC WRITING by RENU GUPTA, ORIENT BLACKSWAN PVT. LTD.
2. ENGLISH GRAMMAR by RAJEEVAN KARAL, OXFORD UNIVERSITY PRESS
3. OXFORD EAP: A COURSE IN ENGLISH FOR ACADEMIC PURPOSES by EDWARD DE CHAZALAND SAM MCCARTER, OXFORD UNIVERSITY PRESS
4. MLA HANDBOOK by MODERN LANGUAGE ASSOCIATION OF AMERICA, MODERN LANGUAGE ASSOCIATION.

Course code	DEENG514	Course Title	INTRODUCTION TO THE STUDY OF LANGUAGE	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: identify vowels and consonants in phonetics

C02: distinguish between different parts of speech organs, place of articulation and manner of articulation

C03: describe syllable and stress patterns in relationship with aspects of connected speech in English language

Unit No.	Content
Unit 1	Language and Phonetics: introduction to first and second language, introduction to phonetics
Unit 2	Language and Phonetics: meaning and importance of phonetics, difference between phonetics and phonology
Unit 3	The Production of Speech Sounds: introduction to the speech organs, articulators above the larynx
Unit 4	The Production of Speech Sounds: vowels and consonants, long vowels and short vowels
Unit 5	Vowels, Diphthongs, and Triphthongs: introduction to vowels, long vowels, short vowels
Unit 6	Vowels, Diphthongs, and Triphthongs: introduction, diphthongs, triphthongs
Unit 7	Voicing and Consonants: the larynx, respiration and voicing, plosives
Unit 8	Voicing and Consonants: place of articulation, manner of articulation, fortis and lenis
Unit 9	The Phoneme and Phonology: the functioning and patterning of sounds, the phoneme
Unit 10	The Phoneme and Phonology: the phonology, symbols and transcription, minimal pairs
Unit 11	The Syllable and Stress: strong and weak syllables, close front and close back vowels
Unit 12	The Syllable and Stress: syllabic consonants, nature of stress
Unit 13	The Syllable and Stress: levels of stress, placement of stress within the word
Unit 14	Aspects of Connected Speech: rhythm, assimilation, elision, linking

READINGS:

1. LINGUISTICS by CRYSTAL, DAVID, PENGUIN BOOKS INDIA
2. ENGLISH PRONOUNCING DICTIONARY by JONES, DANIEL, CAMBRIDGE UNIVERSITY PRESS
3. ENGLISH PHONETICS AND PHONOLOGY: A PRACTICAL COURSE by ROACH, PETER, CAMBRIDGE UNIVERSITY PRESS
4. MODERN LINGUISTICS: AN INTRODUCTION by VERMA, S.K & N. KRISHNASWAMY, OXFORD UNIVERSITY PRESS
5. MODERN LINGUISTICS: AN INTRODUCTION by VERMA, S.K & N. KRISHNASWAMY, OXFORD UNIVERSITY PRESS

Course code	DEENG519	Course Title	POST-INDEPENDENCE INDIAN LITERATURE	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to
CO1: understand the social cultural and political dimensions of Indian Writing in English.
CO2: deduce the historical elements and theoretical orientation of Indian Writing in English.
CO3: analyze the stylistic techniques of Indian Writing in English.
CO4: trace the essential features of Indian Writing in English.

Unit No.	Content
Unit 1	Literary Terms: feminism, patriarchy, sexism
Unit 2	Literary Terms: misogynoir, misandry, LGBTQ
Unit 3	Literary Terms: gender issues, male gaze, womanism
Unit 4	Rupa Bajwa - The Sari Shop: plot and narrative technique
Unit 5	Rupa Bajwa - The Sari Shop: social and political background, character analysis and thematic analysis
Unit 6	Tagore - Leave this chanting and singing: textual, analysis, thematic analysis, symbols and motifs, stylistic features
Unit 7	Tagore - Kamala Das - My Grandmother's House: textual analysis, thematic analysis
Unit 8	Tagore - Kamala Das - My Grandmother's House: symbols and motifs, stylistic features
Unit 9	Difficult Daughters by Manju Kapur: about the author, plot, character analysis
Unit 10	Difficult Daughters by Manju Kapur: thematic analysis and gender issues, critical analysis
Unit 11	Mahesh Dattani - Final Solution: character analysis and thematic analysis
Unit 12	Mahesh Dattani - Final Solution: plot, narrative technique
Unit 13	Girish Karnad - Nagamandala: thematic analysis, narrative technique
Unit 14	Girish Karnad - Nagamandala: plot summary, character analysis

READINGS:

1. THE VINTAGE BOOK OF MODERN INDIAN LITERATURE by AMIT CHAUDHURI, VINTAGE BOOKS
2. THE SARI SHOP by RUPA BAJWA, PENGUIN BOOKS INDIA
3. NAGAMANDALA by GIRISH KARNAD, OXFORD UNIVERSITY PRESS
4. GITANJALI: RABINDRANATH TAGORE by RABINDRANATH TAGORE, RUPA PUBLICATIONS
5. KAMALA DAS by DR. N. K. SHARMA, UNIQUE PUBLISHER
6. FINAL SOLUTIONS by MAHESH DATTANAI, PENGUIN BOOKS INDIA
7. DIFFICULT DAUGHTERS by MANJU KAPUR, PENGUIN BOOKS INDIA

Course code	DEENG527	Course Title	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES
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WEIGHTAGE	
CA	ETE (Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: identify the impact of colonialism on culture.

CO2: estimate the significance of the post-colonial era in the life of its inhabitants.

CO3: apply the post-colonial theory of Homi Bhabha and Edward Said in the prescribed texts.

CO4: justify new trends in post-colonial discourse through the lens of selected texts.

Unit No.	Content
Unit 1	Salman Rushdie: Midnight's Children: Midnight's Children as a post-colonial epic, technique of magic realism of Rushdie
Unit 2	Salman Rushdie: Midnight's Children: discussion of the plot of the novel, epical features of the novel
Unit 3	Salman Rushdie: Midnight's Children: character of Saleem and his importance, the themes of alienation and cultural dislocation
Unit 4	Chinua Achebe: Things Fall Apart: Struggle for dominance and identity crisis, introduction to the African culture
Unit 5	Chinua Achebe: Things Fall Apart: theme of cultural destruction, hybridity and marginalization
Unit 6	Chinua Achebe: Things Fall Apart: theme of gender discrimination in the novel, conflict between tradition and modernity
Unit 7	Bapsi Sidhwa: The American Brat: the life and achievements of the writer, the theme of male domination in society, Feroza's American experience
Unit 8	Bapsi Sidhwa: The American Brat: cultural assimilation of Feroza and the application of Bhabha's theory of hybridity, loss of identity of Feroza in America, cultural conflicts between Parsee culture and American culture, the character of Zareen
Unit 9	Jean Rhys: Wide Sargasso Sea: introduction to the writer, race, relations and prejudice, the theme of oppression of slavery
Unit 10	Jean Rhys: Wide Sargasso Sea: the episodes of magic and incantation in the novel, male domination and patriarchal power structure, discussion on the characters and themes
Unit 11	Derek Walcott: Dream On Monkey Mountain: the significance of the title of the drama, the post-colonial elements in the drama, the theme of the loss of identity
Unit 12	Derek Walcott: Dream On Monkey Mountain: the theme of marginalization and the application of the theory of Homi Bhabha, Makak and his confrontation with the colonial rulers, the significance of the ending of the drama
Unit 13	Margaret Atwood: Surfacing: the life and achievements of the writer, the significance of the title, the theme of alienation and the application of the theory of hybridity of Homi Bhabha
Unit 14	Margaret Atwood: Surfacing: the postcolonial elements in the novel, the theme of feminism in the novel, the role of nature in the novel, the plot structure of the novel

READINGS:

1. MIDNIGHT'S CHILDREN by SALMAN RUSHDIE, VINTAGE BOOKS
2. THINGS FALL APART by CHINUA ACHEBE, ANCHOR BOOKS
3. SURFACING by MARGARET ATWOOD, ANCHOR BOOKS
4. AMERICAN BRAT by BAPSI SIDHWA, MILKWEED EDITIONS
5. DREAM ON MONKEY MOUNTAIN by DEREK WALCOTT, FARRA, STRAUS
6. WIDE SARGASSO SEA by JEAN RHYS, PENGUIN CLASSICS

Course Code	DEPOL525	Course Title	POLITICAL INSTITUTIONS IN INDIA	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: understand the leading institutions of the Indian political system and the changing nature of these institutions.

CO2: assess the laws pertaining to elections and analyse the electoral system of India.

CO3: enumerate the working of the Indian federalism in the constitutional context.

CO4: distinguish the powers and functions of various organs of the government.

CO5: discuss about various constitutional and statutory bodies of India.

CO6: evaluate the functioning of the local government institutions.

Unit No.	Content
Unit-1	Indian National Movement to the Making of the Indian Constitution: Definitions of Constitution, Functions of Constitution, Evolution of the Indian Constitution 1858-1935, The Company Rule (1773-1858), The Crown Rule (1858-1947)
Unit-2	Constituent Assembly: Meaning of Constituent Assembly, Evolution of the Concept of Constituent a Assembly in India, Cabinet Mission Plan and the Formation of the Constituent Assembly, Composition of the Constituent Assembly, Working of the Constituent Assembly, Objective Resolution, Gandhian Ideology, Constitution Assembly Debates, Decision Making in the Constituent Assembly
Unit-3	Philosophy of the Constitution: Key Words in the Preamble, Salient Features of the Constitution, Fundamental Rights, Directive Principles of State Policy
Unit-4	Constitutionalism in India: Democracy, Features of the Indian Democracy, Social Change, Factors of Social Change, National Unity, Separation of Powers, Basic Structure Doctrine, Evolution of Basic Structure Doctrine, Procedure of Amendment
Unit-5	Union executive: President, Powers and Functions of the President, Prime Minister, Council of Ministers
Unit-6	Union Parliament: Composition of the Parliament, Officials of Rajya Sabha, Sessions of Parliament, Functions of Parliament, Parliamentary Committees
Unit-7	Judiciary Part-I: Supreme Court: Jurisdiction and Powers, High Court: Jurisdiction and Powers
Unit-8	Judiciary part -II: Judicial Review, Judicial Activism, Judicial Restraint, Judicial Reform
Unit-9	State executive: Governor, Powers and Functions of Governor, Position and Role of the Governor, Chief Minister, Powers and Functions of Chief Minister, Council of Ministers
Unit-10	State Legislature: Composition of Two Houses, Duration of Two Houses, Membership of State Legislature, Presiding Officer, Sessions of State Legislature, Powers and Functions of the State Legislature, Position of legislative council, Privileges of State Legislature
Unit-11	Federalism in India: Nature and Scope, Centre-State Relations, Federalism with a Strong Central Government, Role of Intergovernmental Coordination Mechanisms in Indian Federalism
Unit-12	Electoral Process and Election Commission of India: Election Commission, Electoral Reforms, Issues in Electoral Politics in India, Electoral Reforms Undertaken, Functioning and Reforms of the Local Government Institutions
Unit-13	Constitutional and Statutory Bodies Part -I: Comptroller and Auditor General: Duties and Powers, National Commission for Scheduled Castes: Evolution and Functions, National Commission for Scheduled Tribes: Function and Reports
Unit-14	Constitutional and Statutory Bodies Part -II: National Commission for Human Rights, National Commission for Women, National Commission for Minorities

READINGS:

1. INDIAN GOVERNMENT AND POLITICS by BIDYUT CHAKRABARTY, RAJENDRA KUMAR PANDEY, SAGE PUBLICATIONS.
2. THE INDIAN CONSTITUTION: CORNERSTONE OF A NATION by AUSTIN GRANVILLE.

Course Code	DEPOL527	Course Title	PUBLIC POLICY AND GOVERNANCE IN INDIA	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: understand the nature and scope of public policy and administration in India.

CO2: assess the major problems and complexities in India's governance system.

CO3: appreciate the methodological pluralism and synthesizing nature of knowledge in public policy and administration.

CO4: analyse the changing dimensions and patterns in India's public governance and administrative processes.

CO5: evaluate the role of non-state actors and civil society in India's public governance system.

Unit No.	Content
Unit-1	Public Policy and Administration in India: Meaning and Concept of Public Policy; Meaning, Evolution, Scope and Importance of Public Administration; Public Policy & Public Administration in India, Evolution of Indian Administration
Unit-2	Public and Private Administration: Approaches, System Theory, Organization Theory, Decision Making Theory,
Unit-3	Public Administration Theories and Concepts: Meaning, Ecological Approach
Unit-4	Scientific Management Theory, Rational Choice theory, New Public Administration, Development Administration
Unit-5	Comparative Public Administration in India: Comparative Public Administration in India
Unit-6	New Public Management: Themes, Significance, Consequences, Good Governance
Unit-7	Changing Nature of Public Administration: Case of Bureaucracy, Characteristics of Bureaucracy, Impact of Globalization
Unit-8	Theories and Principles of Organisation and its Operations in India: Principles of Organisation, Theories of Organisation: Classical, Neo-classical & Modern Bureaucratic Theory, Human Relations Theory
Unit-9	Managing the Organization: Theories of Leadership, Types of Theories of Leadership, Trait Theory, Behavioural Theory, Theories of Motivation
Unit-10	Organisational Communication: Theories and Principles, Theory X & Theory Y, Functioning in India and its impacts
Unit-11	Chester Bernard: Principles of Communication, Information Management in the Organization
Unit-12	Conflict in the Organization: Factors influencing conflict, Views of Mary Parker Follett, Views of Peter Drucker
Unit-13	Public Policy and Governance in India: Types of Public Policy, Stages, Basis of Policy-Making
Unit-14	Public Policy Issues and Challenges in India: Constraints in Policy Implementation

READINGS:

1. INTRODUCTION TO THE STUDY OF PUBLIC ADMINISTRATION by SHAFRITZ, J.M. AND HYDE, WADSWORTH
2. PUBLIC ADMINISTRATION IN INDIA by STERLING PUBLICATIONS, STRELING PUBLICATIONS.

Course Code	DESOC515	Course Title	FUNDAMENTALS OF SOCIOLOGY
			WEIGHTAGE
			CA
			ETE (Th.)
			30
			70

Course Outcomes: Through this course, the student will be able to

CO1: articulate all the methodical concepts to understand the social system and function.

CO2: collect information regarding various social units in terms of structural and functional analysis.

CO3: examine structural and functional significance of social institution.

CO4: innovate ideas to create pathways for the social problems.

CO5: apply theoretical understanding in the process of social change and mobilization.

CO6: analyse the process of social exclusion and inclusion in terms of policy making and development program.

Unit No.	Content
Unit-1	Introduction to Sociology: Definition, Nature and Importance, Relation of Sociology with other social sciences-Economics, History, Political Science, Psychology and Social Anthropology
Unit-2	Sociology and other Social Studies: Branches of Sociology-Industrial Sociology, Political Sociology, Sociology of Family, Sociology of Education, Medical Sociology, Urban and Rural Sociology
Unit-3	Sociological Imagination: Development of Sociology as a Social Science and Sociological Prospective
Unit-4	Basic Concepts: Society, Community, Association and Institution –Social Groups, Social Structure and function, Role and Status, Social Stratification and Mobility, Social Control, Social process and Social Change.
Unit-5	Sociology of Culture: Culture and Socialization Definition-Features, Elements, Types, Cultural Relativity, Ethnocentrism, Cultural lag, Cultural System & sub-system, cultural change.
Unit-6	Social Institutions: Marriage, Family, Kinship, Religious Institutions, Economic Institution, Educational Institution and Political Institutions
Unit-7	Indian Social Institutions (I): Caste System, Jajmani System, Major religious practices
Unit-8	Indian Social Institutions (II): Indian Agriculture: farmers movements, Primary education, Mid-day meal, privatization of higher education, Research and development
Unit-9	Social Problems (I): Definition, Nature, Cause, Proposals, Legal and Constitutional measures in controlling social problems.
Unit-10	Social Problems (II): Family Disorganisation, Problem of Child Labour, Problem of Aged, Gender issues and Gender problems,
Unit-11	Social Problems (III): Communal Riots, corruption, terrorism, Alcoholism and Drug Addiction, problem of Unemployment, untouchability, population problem, Rural and Urban Problems, Nepotism
Unit-12	Social Change: Meaning Definition, Nature and Importance, Types of Social Change
Unit-13	Social Movement: Peasant movement, Dalit Movement, Backward Classes movement, Social Reform Movement
Unit-14	Social Inclusion and Exclusion: Meaning-Nature-issues and problems of Social Inclusion/Exclusion among Scheduled Caste and Class-Scheduled Tribes, Neo Buddhist movement, Women empowerment

LES OF SOCIOLOGY WITH AN INTRODUCTION TO SOCIAL THOUGHTS by RAO C.N. SHANKAR. S CHAND.

2. FUNDAMENTALS OF SOCIOLOGY by VIDYA BHUSHAN, PEARSON EDUCATION.
3. FUNDAMENTALS OF SOCIOLOGY by GIBBERT P. ORIENT BLACK SWAN, THIRD EDITION (2010).
4. FUNDAMENTALS OF SOCIOLOGY by RAJENDRA KUMAR SHARMA, ATLANTIC.1ST EDITION (2013).

Course Code	DESOC506	Course Title	GLOBALIZATION AND SOCIETY	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: understand the concept and evolution of globalization.

C02: analyze the impact of globalization on Indian society and economy.

C03: evaluate globalization's influence on culture and communication.

C04: examine economic transformations in a globalized world.

C05: critically assess globalization's environmental and social challenges.

C06: predict the future of globalization and India's role in it.

Unit No.	Content
Unit-1	Introduction to globalization: concept, history of globalization
Unit-2	Dimensions of globalization (i): social, cultural, political
Unit-3	Dimensions of globalization (ii): Economic and ecological dimension
Unit-4	Globalization in India: Perspectives, Globalization and reforms in India, Impact of Globalization on women and poor
Unit-5	Globalization in society: Family, marriage, relationship
Unit-6	Globalization in Culture: Language and communication, Social Structure
Unit-7	Globalization in education: Learning, Access to education, Technological gap
Unit-8	Globalization in economy: Globalization of Indian banks with WTO regime
Unit-9	Business Process Outsourcing (BPO): an emerging trend in India
Unit-10	Micro finance, Economic liberalization: free market policy
Unit-11	Globalization in the environment: Tourism, Pollution, Global warming
Unit-12	Global crises: globalization as an inevitable process, The East Asia crises
Unit-13	Globalization in Indian society: Indian economy after globalization, Impact of globalization on Indian Agrarian class structure and culture, towards an Alternative view and vision
Unit-14	Future of globalization: future of globalization, Broken promises of global institution

READINGS:

1. S.K. PRAMANIK, R GANGULY, GLOBALIZATION IN INDIA: NEW FRONTIERS AND EMERGING CHALLENGES, PHI LEARNING PVT LTD
2. BABITA AGARWAL, ANIL AGARWAL, GLOBALIZATION AND INDIAN SOCIETY, AP PUBLISHER
3. MANFRED B. STEGER, GLOBALIZATION: A VERY SHORT INTRODUCTION, OXFORD UNIVERSITY PRESS