दिल्ली विश्वविद्यालय
University of Delhi

परिषद शाखा - I, कमरा नं: 212, नया प्रशासनिक खंड, दिल्ली विश्वविद्यालय, दिल्ली-110007, दूरभाष: 011-27001156/54
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CNC-II/093/1/EC-1275/2025/20
Dated: 29.07.2025

NOTIFICATION

Sub: Amendment to Ordinance V

(ECR 3[illegible]-27 dated 17.01.2025 and 07-23 dated 23.05.2025)

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

Add the following:

The following Syllabi under Faculty of Applied Social Science and Humanities based on Undergraduate Curriculum Framework 2022, are notified herewith for the information of all concerned:

i. B.Voc in Retail Management and IT - Semester-V, VI, VII & VIII- **(Annexure-1)**

ii. B.Voc in Healthcare Management - Semester-V, VI , VII & VIII- **(Annexure-2)**

iii. B.Voc (Banking, Financial Services and Insurance) - Semester- 7 & 8 **(Annexure-3)**

REGISTRAR

Annexure-1

Bachelor of Vocation – Retail Management & IT

Category-I

Undergraduate Curriculum Framework 2022(UGCF)

Semester	DSE Papers	Status
V	Basic Statistics	New
VI	Research design and Methodology for Retail sector	New
VII	Research design and Methodology for Retail sector	New
VII	Business Development in Retail Sector	New
VIII	Disaster Management in Retail	New

Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-3 Basic Statistics

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-3 Basic Statistics	4	3	1	0	N/A	N/A

Learning Objectives:
To motivate students towards intrinsic interest in statistical thinking. To analyze and interpret data.

Learning Outcomes:

After completing this course, students should have developed a clear understanding of:
1. Basic concepts of Statistics.
2. Distinguish between different types of data.
3. Graphical methods of displaying data.
4. Measures of Locations and dispersion.
5. Concept of Bi-Variate Data.
6. Principle of Least Squares.
7. Introduction to the basics of Probability

Syllabus:

Unit 1 (8 Hours)
Concepts of a statistical population and sample, quantitative and qualitative data, discrete and continuous data. Presentation of data by tables and by diagrams, frequency distributions for discrete and continuous data, graphical representation of a frequency distribution by histogram and frequency polygon, and cumulative frequency distributions.

Unit 2 (15 Hours)
Measures of Central Tendency: Arithmetic mean, Median and Mode.
Measures of Dispersion: Range, Quartile Deviation and Mean Deviation, Variance, Standard deviation, and Coefficient of variation.

Unit 3 (12 Hours)
Bi-variate data: Scatter diagram, the principle of least-squares, and fitting of straight lines. Correlation and regression. Karl Pearson coefficient of correlation, Lines of regression, Spearman's rank correlation coefficient.

Unit 4 (10 Hours)
Random experiment, sample space, event, Definition of Probability, mutually exclusive events. Conditional probability and independent events.

Essential/Suggested Readings-

1. Das, M.N. and Giri, N.C. (1986)Design and Analysis of Experiments. Wiley Eastern.
2. Goon, A.M., Gupta, M.K. and Dasgupta, B. (2005). Fundamentals of Statistics (8th ed. Vol I). World Press, Kolkata.
3. J.E Freund (2009), Mathematical Statistics with Applications, 7^{th} Ed, Pearson Education

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

Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-4 Research design and Methodology for Retail sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-4 Research design and Methodology for Retail sector	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives
By the end of this course, students should be able to understand the fundamentals of research methodology and its significance in the retail sector. The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process

Learning outcomes
By studying this course, students will be able to:
1. Identify and define research problems in the retail sector.
2. Apply appropriate research methodologies for retail studies.
3. Collect and analyze quantitative and qualitative data effectively.
4. Utilize statistical tools and software for data analysis.
5. Prepare and present research reports with clarity and accuracy.

SYLLABUS-

Unit 1: Introduction (10 Hours)
Meaning, Objectives, and Significance of Research in Retail Management, Types of Research: Exploratory, Descriptive, and Causal Research, Research Process and Steps in Research, Defining Research Problem and Formulating Hypotheses, Ethical Considerations in Retail Research.

Unit 2: Research Design and Data collection (12 Hours)
Meaning, need, features of good design; Research Design: Exploratory, Descriptive, and Experimental, Sampling Techniques: Probability and Non-Probability Sampling, Data Collection Methods: Primary vs. Secondary Data, Questionnaire Design and Interview Methods, Measurement Scales and Reliability & Validity.

Unit 3: Data Analysis and Interpretation (11 Hours)
Introduction to Data Analysis- application of software for data analysis with appropriate tools for Retail Research, Hypothesis Testing: Parametric and Non-Parametric Tests, Correlation and Regression Analysis, Interpretation of Research Findings.

Unit 4: Report Writing and Presentation (12 Hours)
Types of Research Reports, Structure and Components of a Research Report , Steps in Report Writing: Format and Presentation of Report, Review of related literature and its implications at various stages of research Major findings, Conclusions and suggestions; Citation of references: Referencing (APA etc.), bibliography, Presentation of Research Findings, Case Studies and Practical Applications in Retail Research.

Essential/recommended readings-

1. Kothari, C.R. & Garg, Gaurav – Research Methodology: Methods and Techniques (2019)
2. Bhattacharyya, Dipak Kumar – Research Methodology (2006)
3. Krishnaswamy, K.N., Sivakumar, A.I. & Mathirajan, M. – Management Research Methodology: Integration of Methods and Techniques (2009)
4. Gupta, S.P. – Statistical Methods (2014)

Suggested Readings-

1. Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
2. Malhotra, Naresh & Dash, Satya Bhushan – *Marketing Research: An Applied Orientation* (2017)
3. Mark Saunders: Research Methods for Business: Pearson Education, 2010.
4. Newman, W.L. (2021). Social Research Methods: Qualitative and Quantitative Approaches, 8th ed. Pearson.
5. Bryman, A., & Bell, E. (2011). Business research methods. 3rd ed. Cambridge; New York, NY: Oxford University Press.
6. Cooper, D.R. and Schindler, P.S. (2014) Business Research Methods. 12th Edition, McGraw Hill International Edition, New York.

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Bachelor of Vocation - Retail Management & IT course

Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-5 Research design and Methodology for Retail sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE -5 Research design and Methodology for Retail sector	4	3	1	0	N/A	N/A

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of research methodology and its significance in the retail sector. The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process

Learning outcomes

By studying this course, students will be able to:

6. Identify and define research problems in the retail sector.
7. Apply appropriate research methodologies for retail studies.
8. Collect and analyze quantitative and qualitative data effectively.
9. Utilize statistical tools and software for data analysis.
10. Prepare and present research reports with clarity and accuracy.

SYLLABUS-

Unit 1: Introduction (10 Hours)

Meaning, Objectives, and Significance of Research in Retail Management, Types of Research: Exploratory, Descriptive, and Causal Research, Research Process and Steps in Research, Defining Research Problem and Formulating Hypotheses, Ethical Considerations in Retail Research.

Unit 2: Research Design and Data Collection (12 Hours)

Meaning, need, features of good design; Research Design: Exploratory, Descriptive, and Experimental, Sampling Techniques: Probability and Non-Probability Sampling, Data Collection Methods: Primary vs. Secondary Data, Questionnaire Design and Interview Methods, Measurement Scales and Reliability & Validity.

Unit 3: Data Analysis and Interpretation (11 Hours)

Introduction to Data Analysis- application of software for data analysis with appropriate tools for Retail Research, Hypothesis Testing: Parametric and Non-Parametric Tests, Correlation and Regression Analysis, Interpretation of Research Findings.

Unit 4: Report Writing and Presentation (12 Hours)
Types of Research Reports, Structure and Components of a Research Report , Steps in Report Writing: Format and Presentation of Report, Review of related literature and its implications at various stages of research Major findings, Conclusions and suggestions; Citation of references: Referencing (APA etc.), bibliography, Presentation of Research Findings, Case Studies and Practical Applications in Retail Research.

Essential/recommended readings-

5. Kothari, C.R. & Garg, Gaurav – Research Methodology: Methods and Techniques (2019)
6. Bhattacharyya, Dipak Kumar – Research Methodology (2006)
7. Krishnaswamy, K.N., Sivakumar, A.I. & Mathirajan, M. – Management Research Methodology: Integration of Methods and Techniques (2009)
8. Gupta, S.P. – Statistical Methods (2014)

Suggested Readings-

7. Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
8. Malhotra, Naresh & Dash, Satya Bhushan – *Marketing Research: An Applied Orientation* (2017)
9. Mark Saunders: Research Methods for Business: Pearson Education, 2010.
10. Newman, W.L. (2021). Social Research Methods: Qualitative and Quantitative Approaches, 8th ed. Pearson.
11. Bryman, A., & Bell, E. (2011). Business research methods. 3rd ed. Cambridge; New York, NY: Oxford University Press.
12. Cooper, D.R. and Schindler, P.S. (2014) Business Research Methods. 12th Edition, McGraw Hill International Edition, New York.

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Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-5 Business Development in Retail Sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5 Business Development in Retail	4	3	1	0	N/A	N/A

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of strategic management and its significance in the retail sector. Analyze the internal and external environments of retail firms to identify opportunities and challenges. Formulate and evaluate retail strategies that align with the organization's vision and mission. Implement and manage strategic initiatives to achieve sustainable competitive advantage.

Learning outcomes

By studying this course, students will be able to:

1. Create a comprehensive strategic plan for a retail organization.
2. Analyze and interpret retail industry trends and developments.
3. Apply strategic management frameworks to solve retail-related business problems.
4. Assess and critique the strategic decisions of retail companies.
5. Demonstrate effective communication skills in presenting strategic recommendations.
6. Collaborate in teams to develop and execute retail strategies.

SYLLABUS

Unit 1 (9 Hours)

Introduction to Retail Business Development: Overview of retail industry trends and challenges, Retail business models and types, Role of business development in retail; Internal Analysis in Retail, Customer Insights, Conducting market research in retail; Market target and segmentation- Identifying target markets and customer segments, Understanding customer behavior and preferences.

Unit 2 (12 Hours)

Strategic analysis- External Analysis in Retail: SWOT analysis, PESTEL analysis, Competitor Analysis, Value chain analysis for retail firms, Industry analysis and Porter's Five Forces, Retail Strategy Formulation, Corporate, business, and functional-level strategies, Differentiation vs. cost leadership in retail, Strategies for international expansion.

Unit 3 (12 Hours)

Retail Strategy Implementation: Organizational structure and design, Strategic control and performance measurement, Strategy execution, Strategic leadership in retail firms, Managing strategic change in the retail industry, Technology and Innovation in Retail, Digital transformation in retail, Omni-channel retailing.

Unit 4 (12 Hours)

Retail formats: store-based vs. non-store-based, Franchising and licensing in retail, Market entry strategies for international retail expansion; Customer Experience and Brand Positioning in Retail, Retail branding and positioning strategies, Loyalty programs and customer relationship management, Data-Driven Decision Making in Retail, Retail analytics and data management.

Essential/recommended readings

1. Retail Management: A Strategic Approach" (2019) by Swapna Pradhan
2. "Retail Management: Concepts and Techniques" (2020) by Piyush Kumar Sinha and Dwarika Prasad Uniyal
3. "Retailing Management" (2021) by Levy, Weitz, Grewal, and Kapoor

Suggestive readings

1. "Strategic Retail Management: Text and International Cases" (2017) by Joachim Zentes, Dirk Morschett, and Hanna Schramm-Klein
2. "Retailing Management" (2023) by Michael Levy and Barton A. Weitz
3. "The New Rules of Retail: Competing in the World's Toughest Marketplace" (2010) by Robin Lewis and Michael Dart

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Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-6 Disaster Management in Retail

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-6 Disaster Management in Retail	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

By the end of this course, students should be able to identify potential hazards and risks specific to the retail environment. Understand the principles and concepts of disaster management and their application in the retail sector. Develop effective disaster preparedness and response plans for retail establishments. Analyze the impact of disasters on retail operations and implement business continuity strategies.

Learning outcomes

By studying this course, students will be able to:

1. Formulate comprehensive disaster management plans tailored to retail settings.
2. Implement appropriate measures to mitigate potential risks in retail environments.
3. Demonstrate effective communication and coordination during disaster situations.
4. Assess the impact of disasters on retail businesses and devise recovery strategies.
5. Enhance the overall safety and resilience of retail establishments against various hazards.

Syllabus

Unit 1 (10 Hours)

Introduction to Disaster Management in Retail: Definition of disasters and their types, Importance of disaster management in the retail industry-in the purview of Covid-19, Disaster risk assessment and vulnerability analysis in retail environments, Frameworks for disaster management: NDMA Guidelines (India) , Overview of disaster management cycle (mitigation, preparedness, response, recovery).

Unit 2 (12 Hours)

Risk Assessment and Hazard Identification in Retail: Identifying potential hazards specific to retail stores, Conducting risk assessments and vulnerability analyses, Strategies to minimize risks and hazards in the retail environment; Disaster Preparedness for Retail Establishments: Developing comprehensive disaster management plans, Emergency response protocols for different types of disasters, Training retail personnel in disaster preparedness.

Unit 3 (11Hours)

Business Continuity and Recovery in Retail: Assessing the impact of disasters on retail operations, Developing business continuity strategies for retail establishments, Implementing recovery plans and resuming operations after disasters, Role of insurance in disaster risk management.

Unit 4 (12 Hours)

Coordination and Communication during Disasters: Collaborating with relevant authorities and agencies, Effective communication with employees, customers, and stakeholders during disasters, Coordinating resources and support for disaster response, Case Studies and Best Practices in Disaster Management in Retail, Analyzing real-world examples of disaster management in retail, Learning from successful disaster management strategies in the industry.

Essential/recommended readings

1. "Disaster Management" (2003) by Harsh K. Gupta, Universities Press.
2. "Retail Management" (2017) by Gibson G. Vedamani, Jaico Publishing House.
3. "Introduction to Disaster Management" (2010)by Satish Modh, Macmillan Publishers India.

Suggestive readings

1. National Disaster Management Authority (NDMA) Guidelines (India).
2. National Institute of Disaster Management (NIDM) reports and resources.
3. Industry reports from organizations like FICCI and Retailers Association of India (RAI).

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Bachelor of Vocation – Retail Management & IT

Category-I

Undergraduate Curriculum Framework 2022(UGCF)

Sem	DSC(Already submitted)	GE	DSE
VII	**DSC-19- Leadership and motivation**	GE-7 1. Legal Framework in Retail Management 2. Project Management in Retail Sector (**)	DSE-5 1. Research design and Methodology for Retail sector (**) 2. Business Development in Retail Sector (**) 3. Retail Technology and innovation (*) 4. Merchandise planning (*)
VIII	**DSC-20- Sustainability in Retail sector**	GE-8 1. Retail salesperson- Training & Development 2. Dynamics of start up in Retail Sector (**)	DSE-6 1. Disaster Management in Retail (**) 2. Retailing in India- Growth & Challenges (*) 3. Retail Team organization and Dynamics (*)

*** Approved paper but changed the placement**

**** Newly introduced paper**

Bachelor of Vocation - Retail Management & IT course (Semester-7)

Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC CORE COURSE – DSC-19: Leadership and motivation

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-19 Leadership and motivation	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

The course aims to create an understanding of the various leadership theories amongst the upcoming leaders in order to decide as to which style of leadership they should follow in numerous situations that they might encounter in their careers or personal lives.

Learning outcomes

1. Describe the meaning of the term leadership and various theories of leadership
2. Interpret the various situations and decide the style of leadership based on the situation
3. Demonstrate qualities of a good leader
4. Analyze styles of several leaders
5. Summarize the theories of motivation and its application in real life

SYLLABUS

Unit 1(10 hours)
Meaning of Leadership, definitions of leadership, significance of leadership, difference between leadership and management, basic styles of leadership – autocratic, democratic, laissez faire (meaning, features, advantages, disadvantages and suitability), Rensis Likert styles of management, Tanenbaum and Schmidt Model

Unit 2 (10 hours)
Theories of Leadership: Traditional Theories Great Man Theory, Trait Theory, Behavioural Theories- Ohio Studies, Michigan Studies, Managerial Grid, Contingency theories- Fiedler‘s Theory, Hersey and Blanchard Situational Model, Path Goal Theory, Transformational Leadership, Transactional Leadership, Charismatic Leadership, Servant Leadership, Ethical Leadership

Unit 3 (10 hours)
Theories of motivation: Maslow‘s need hierarchy theory, theory x, theory y, Mc Clelland‘s Theory of Motivation, Alderfer‘s ERG Theory, Herzberg Theory, Reinforcement theory, equity theory, Vroom‘s expectance theory

Unit 4 (10 hours)
E- Leadership: Meaning, definition, need and significance especially pre covid, during covid and post covid, social media and leadership, use of whatsapp, emails, facebook, LinkedIn, twitter, Instagram, google meet, MS Teams, zoom for electronically connecting the team and the leaders, using collaborative tools like google drive (docs, forms etc.) online.

Unit 5 (5 hours)
Contemporary Leaders: Cases on contemporary leaders like Narendra Modi, Indra Nooyi, Ratan Tata, Narayan Murthy

Essential/recommended readings

1. Chhabra, T.N, (2021), Business organization and Management, Sun India Publications
2. Day, D. V. (2014), The Oxford Handbook of Leadership and Organizations. Oxford, New York: Oxford University Press.
3. Hughes, R. L., Ginnett, R., & Gordon, C. (2019), Leadership: Enhancing the lessons of experience (9th ed.). Mcgraw Hill Education
4. Gupta C.B, (2023), Business organization & management, Sun India Publication ,New Delhi

Suggested Readings-

1. Koontz, H., & Weihrich,H, (2012), Essentials of management : An international and leadership perspective, Paperback
2. Mittal, R. (2015). Leadership: Personal Effectiveness and Team Building. Uttar Pradesh: Vikas Publishing House Pvt. Ltd.
3. Northouse, P. (2018). Leadership: theory and practice. California: SAGE Publications Inc.
4. Prasad, L. M. (2021). Organizational Behavior. Sultan Chand and Sons.

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Bachelor of Vocation - Retail Management & IT course

Undergraduate Curriculum Framework 2022(UGCF)

GENERAL ELECTIVE –GE-7 Legal Framework in Retail Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
GE-7 Legal Framework in Retail	4	3	1	0	N/A	N/A

Learning Objectives

By the end of this course, students should be able to understand the legal framework governing the Indian retail industry. Identify and analyze the key laws and regulations relevant to retail operations in India. Comprehend the legal obligations and rights of retailers, suppliers, and consumers. Evaluate the impact of legal compliance on retail businesses.

Learning outcomes

By studying this course, students will be able to:

1. Describe the legal structure of the Indian retail industry.
2. List and explain the primary laws and regulations affecting retail operations.
3. Interpret contractual agreements and legal documents in the retail context.
4. Analyze real-life legal cases and their implications on the retail sector.
5. Formulate compliance measures to mitigate legal risks in retail businesses.

SYLLABUS

Unit 1 (9 Hours)

Introduction to Retail Legal Framework: Overview of retail-related laws and regulations, Intellectual property rights in retail; Basics of contract law (Indian Contract Act, 1872)-Contracts in Retail: Types of contracts in retail operations, Key elements of a valid retail contract, Contractual disputes and resolution mechanisms, Key provisions of The Shops and Establishments Act.

Unit 2 (12 Hours)

Consumer Protection Laws: The Consumer Protection Act, 2019 and its applicability to retailers, Consumer rights and remedies, Retailer's responsibilities towards consumer protection; Intellectual Property Rights in Retail: Trademarks and their importance in branding, Copyrights in retail marketing and promotions, Protection of designs and patents for retail products.

Unit 3 (12 Hours)

Competition Law in Retail: The Competition Act,2002 and its implications for retail businesses, Anti-competitive practices in the retail industry, Merger and acquisition regulations for retail companies; Taxation and GST in Retail: Tax obligations for retailers (income tax, sales tax, GST), Input tax credit and compliance under the Goods and Services Tax (GST) regime, Tax implications of e-commerce retailing.

Unit 4 (12 Hours)

Employment Laws in Retail: The Payment of Wages Act, 1936 and The Minimum Wages Act, 1948, Employment contracts and employee rights, The Industrial Disputes Act, 1947, Workplace health and safety; Ethical Considerations in Retail, Ethical challenges in the retail industry, Data protection and privacy laws (Provisions of the IT Act, 2000 and Digital Personal Data Protection Act, 2023), Corporate social responsibility (CSR) in retail.

Essential/recommended readings

1. "Business Law for Management" (2018), K.R. Bulchandani, Himalaya Publishing House
2. "Consumer Behavior and Retailing" (2016), Arpita Khare and Shruti Gupta, Oxford University Press
3. "Consumer Protection Act: Law and Practice" (2004) by S. K. Verma

Suggestive readings

1. "Competition Law in India: A Practical Guide" (2016), by Abir Roy, Kluwer Law International
2. "GST: Law, Analysis and Procedures" (2024) by R. K. Jain.
3. "Labour and Industrial Laws" (2019) by P.K. Padhi was published in its Fourth Edition in July by PHI Learning Pvt. Ltd.

a. "Intellectual Property Law" (2002) by P. Narayanan

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

GENERAL ELECTIVE –GE-7 Project Management in Retail Sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
GE-7 Project Management in Retail Sector	4	3	1	0	N/A	N/A

Learning Objective: The course aims to enable the learners to evolve a suitable framework for the preparation, appraisal, monitoring, and control of projects undertaken in an organization.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the concept and attributes of projects, project management system, process and its principles.
2. Describe perform technical feasibility, marketing feasibility and commercial viability; using NPV, and further to understand tax and legal aspects of a project.
3. Demonstrate and develop schedule for a specific project and its appraisal using various Techniques.
4. Describe and calculate project duration and assess project cost.
5. Evaluate project management in terms of risk and performance.

Syllabus:

Unit 1: Introduction (8 Hours)
Concept and attributes of Project, Project Management Information System, Project Management Process and Principles, Role of Project Manager, Relationship between Project Manager and Line Manager, Project Stakeholder Analysis, Identification of Investment opportunities, Project life cycle, Project Planning, Monitoring and Control of Investment Projects, Pre-Feasibility study, Identify common sources of conflict within a project environment.

Unit 2: Project Preparation and Budgeting (9 Hours)
Technical Feasibility, Marketing Feasibility, Financial Planning: Estimation of Costs and Funds(including sources of funds), Demand Analysis and Commercial Viability (brief introduction to NPV), Project budget, Collaboration Arrangements,

Unit 3: Project Scheduling and Appraisal (10 Hours)
Decomposition of work into activities, determining activity-time duration. Business Criterion of Growth, Liquidity and Profitability, Social Cost Benefit Analysis in Public and Private Sector, Investment Criterion and Choice of techniques, Estimation of Shadow prices and Social discount rate.

Unit 4: Project Planning Techniques (10 Hours)
Determine project duration through critical path analysis using PERT & CPM techniques. Resource allocations to activities. Cost and Time Management issues in Project Planning and Management.

Unit 5: Project Risk and Performance Assessment (8 Hours)
Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit.

Essential Readings-

1. Chandra. P. (2019). Projects: Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw Hill.
2. Gido, J., & Clements, J. P. (2015). Project Management. New Delhi: Cengage Learning Pvt. Ltd.

Suggested Readings-

3. Gray, C. F., Larson, E. W., & Desai, G. V. (2014). Project Management: The Managerial Process. New Delhi: Tata McGraw Hill.
4. Khatua, S. (2011). Project Management and Appraisal. Oxford: Oxford Press University

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Bachelor of Vocation - Retail Management & IT course

Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-5 Research design and Methodology for Retail sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE -5 Research design and Methodology for Retail sector	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of research methodology and its significance in the retail sector. The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process

Learning outcomes

By studying this course, students will be able to:

1. Identify and define research problems in the retail sector.
2. Apply appropriate research methodologies for retail studies.
3. Collect and analyze quantitative and qualitative data effectively.
4. Utilize statistical tools and software for data analysis.
5. Prepare and present research reports with clarity and accuracy.

SYLLABUS-

Unit 1: Introduction (10 Hours)

Meaning, Objectives, and Significance of Research in Retail Management, Types of Research: Exploratory, Descriptive, and Causal Research, Research Process and Steps in Research, Defining Research Problem and Formulating Hypotheses, Ethical Considerations in Retail Research.

Unit 2: Research Design and Data Collection (12 Hours)

Meaning, need, features of good design; Research Design: Exploratory, Descriptive, and Experimental, Sampling Techniques: Probability and Non-Probability Sampling, Data Collection Methods: Primary vs. Secondary Data, Questionnaire Design and Interview Methods, Measurement Scales and Reliability & Validity.

Unit 3: Data Analysis and Interpretation (11 Hours)

Introduction to Data Analysis- application of software for data analysis with appropriate tools for Retail Research, Hypothesis Testing: Parametric and Non-Parametric Tests, Correlation and Regression Analysis, Interpretation of Research Findings.

Unit 4: Report Writing and Presentation (12 Hours)
Types of Research Reports, Structure and Components of a Research Report , Steps in Report Writing: Format and Presentation of Report, Review of related literature and its implications at various stages of research Major findings, Conclusions and suggestions; Citation of references: Referencing (APA etc.), bibliography, Presentation of Research Findings, Case Studies and Practical Applications in Retail Research.

Essential/recommended readings-

1. Kothari, C.R. & Garg, Gaurav – Research Methodology: Methods and Techniques (2019)
2. Bhattacharyya, Dipak Kumar – Research Methodology (2006)
3. Krishnaswamy, K.N., Sivakumar, A.I. & Mathirajan, M. – Management Research Methodology: Integration of Methods and Techniques (2009)
4. Gupta, S.P. – Statistical Methods (2014)

Suggested Readings-

1. Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
2. Malhotra, Naresh & Dash, Satya Bhushan – *Marketing Research: An Applied Orientation* (2017)
3. Mark Saunders: Research Methods for Business: Pearson Education, 2010.
4. Newman, W.L. (2021). Social Research Methods: Qualitative and Quantitative Approaches, 8th ed. Pearson.
5. Bryman, A., & Bell, E. (2011). Business research methods. 3rd ed. Cambridge; New York, NY: Oxford University Press.
6. Cooper, D.R. and Schindler, P.S. (2014) Business Research Methods. 12th Edition, McGraw Hill International Edition, New York.

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

DISCIPLINE SPECIFIC ELECTIVE –DSE-5 Business Development in Retail Sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5 Business Development in Retail	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of strategic management and its significance in the retail sector. Analyze the internal and external environments of retail firms to identify opportunities and challenges. Formulate and evaluate retail strategies that align with the organization's vision and mission. Implement and manage strategic initiatives to achieve sustainable competitive advantage.

Learning outcomes

By studying this course, students will be able to:

1. Create a comprehensive strategic plan for a retail organization.
2. Analyze and interpret retail industry trends and developments.
3. Apply strategic management frameworks to solve retail-related business problems.
4. Assess and critique the strategic decisions of retail companies.
5. Demonstrate effective communication skills in presenting strategic recommendations.
6. Collaborate in teams to develop and execute retail strategies.

SYLLABUS

Unit 1 (9 Hours)

Introduction to Retail Business Development: Overview of retail industry trends and challenges, Retail business models and types, Role of business development in retail; Internal Analysis in Retail, Customer Insights, Conducting market research in retail; Market target and segmentation- Identifying target markets and customer segments, Understanding customer behavior and preferences.

Unit 2 (12 Hours)

Strategic analysis- External Analysis in Retail: SWOT analysis, PESTEL analysis, Competitor Analysis, Value chain analysis for retail firms, Industry analysis and Porter's Five Forces, Retail Strategy Formulation, Corporate, business, and functional-level strategies, Differentiation vs. cost leadership in retail, Strategies for international expansion.

Unit 3 (12 Hours)

Retail Strategy Implementation: Organizational structure and design, Strategic control and performance measurement, Strategy execution, Strategic leadership in retail firms, Managing strategic change in the retail industry, Technology and Innovation in Retail, Digital transformation in retail, Omni-channel retailing.

Unit 4 (12 Hours)

Retail formats: store-based vs. non-store-based, Franchising and licensing in retail, Market entry strategies for international retail expansion; Customer Experience and Brand Positioning in Retail, Retail branding and positioning strategies, Loyalty programs and customer relationship management, Data-Driven Decision Making in Retail, Retail analytics and data management.

Essential/recommended readings

1. Retail Management: A Strategic Approach" (2019) by Swapna Pradhan
2. "Retail Management: Concepts and Techniques" (2020) by Piyush Kumar Sinha and Dwarika Prasad Uniyal
3. "Retailing Management" (2021) by Levy, Weitz, Grewal, and Kapoor

Suggestive readings

1. "Strategic Retail Management: Text and International Cases" (2017) by Joachim Zentes, Dirk Morschett, and Hanna Schramm-Klein
2. "Retailing Management" (2023) by Michael Levy and Barton A. Weitz
3. "The New Rules of Retail: Competing in the World's Toughest Marketplace" (2010) by Robin Lewis and Michael Dart

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

DISCIPLINE SPECIFIC ELECTIVE –DSE -5 Retail Technology and Innovation

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5 Retail Technology and Innovation	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

Upon completion of this course, students will be able to understand the significance of retail technology and innovation in modern business environments. Analyze the impact of retail technology on consumer shopping behavior. Evaluate the various technologies and tools used in retail. Explore the challenges and opportunities of implementing retail technology in different retail formats.

Learning outcomes

By studying this course, students will be able to:

1. Articulate the role of technology and innovation in shaping the retail industry.
2. Critically analyze the influence of retail technology on consumer behavior and preferences.
3. Identify and apply appropriate retail technologies for specific retail formats and business models.
4. Evaluate the impact of digitalization on the supply chain and inventory management in retail.
5. Develop effective strategies to address ethical and privacy challenges associated with retail technology.

Syllabus

Unit-1 (12 Hours)

Introduction to Retail Technology and Innovation: Definition and scope of retail technology, The role of innovation in the retail industry, Historical overview of retail technology adoption, Online shopping trends and preferences, The psychology of online buying decisions, Impact of mobile technology on consumer behavior.

Unit-2 (10 Hours)

Key Technologies Shaping Retail: Artificial Intelligence and machine learning applications in retail, Internet of Things (IoT) and smart retail solutions, Augmented Reality (AR) and Virtual Reality (VR) in retail.

Unit-3 (11 Hours)

RFID and inventory tracking systems, Demand forecasting and supply chain optimization, Automation in warehousing and fulfilment centres, Retail Data Analytics and Personalization: Customer data collection and privacy concerns, Utilizing data analytics for personalized marketing, Customer segmentation and targeting strategies.

Unit-4 (12 Hours)

Ethical Considerations in Retail Technology: Data privacy and security issues, The impact of technology on employment in the retail sector, Sustainable and responsible retail practices, Integrating Technology for Enhanced Customer Experience, Mobile apps and in-store technology, Virtual shopping experiences and interactive displays, Loyalty programs.

Essential/recommended readings

1. "The Tech Whisperer: On Technology and Retail" by Alok Bardiya
2. "Digital Retailing in India: Evolution or Revolution" by Abhay Kumar

Suggestive readings

1. "The Retail Revival: Reimagining Business for the New Age of Consumerism" by Doug Stephens
2. "The Everything Store: Jeff Bezos and the Age of Amazon" by Brad Stone

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

DISCIPLINE SPECIFIC ELECTIVE –DSE -5 Merchandise Planning

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5 Merchandise Planning	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

Upon completion of this course, students will be able to understand the concept of merchandise planning and its significance in retail operations. Analyze market trends, consumer behavior, and external factors influencing merchandise planning decisions. Develop skills in assortment planning and product selection to meet customer demands.

Learning outcomes

By studying this course, students will be able to:

1. Demonstrate a comprehensive understanding of merchandise planning principles and their application in retail settings.
2. Analyze and interpret market data, customer insights, and external factors to make informed merchandise planning decisions.
3. Create effective merchandise assortment plans based on market demands, seasonality, and target audience preferences.
4. Implement inventory management techniques to minimize stockouts and overstock situations while optimizing cash flow.

Syllabus

Unit-1 (12 Hours)

Introduction to Merchandise Planning, Definition and importance of merchandise planning in retail, Merchandise planning process and its components, Market Analysis and Consumer Behavior, Analyzing market trends and competitors, Understanding consumer behavior and preferences, Identifying factors influencing buying decisions.

Unit-2 (9 Hours)

Assortment Planning and Product Selection, Creating merchandise categories and subcategories, Product lifecycle management, Assortment optimization techniques

Unit-3 (12 Hours)

Inventory control methods (ABC analysis, EOQ, safety stock), Inventory forecasting and demand planning, Pricing Strategies and Promotional Planning, Pricing tactics (cost-based, value-based, and competitive-based), Promotions and discounts in merchandise planning, Seasonal and event-based promotions.

Unit-4 (12 Hours)

Utilizing data for merchandise decision-making, Introduction to merchandise planning software and tools, Demand forecasting techniques, Performance Evaluation and Adjustment, Key performance indicators (KPIs) for merchandise planning, Evaluating merchandise plan effectiveness.

Essential/recommended readings

1. "Retail Management: A Strategic Approach" by B. Pattnaik and P. R. Kumar
2. "Merchandising Mathematics for Retailing" by Cynthia R. Easterling and Ellen L. Flottman
3. "Retailing Management: Text and Cases" by Swapna Pradhan

Suggestive readings

1. "Merchandising Mathematics for Retailing" by Cynthia R. Easterling and Ellen L. Flottman
2. "Fashion Buying: From Trend Forecasting to Shop Floor" by Dimitri Koumbis
3. "The New Rules of Retail: Competing in the World's Toughest Marketplace" by Robin Lewis and Michael Dart

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Bachelor of Vocation - Retail Management & IT course (Semester-8)
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC CORE COURSE – DSC-20 Sustainability in Retail sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-20 Sustainability in Retail sector	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives
This course aims to familiarize the students with the concept and process of sustainability in retail sector.

Learning outcomes

After completion of the course, learners will be able to:
1. Describe the need of sustainable development in view of environmental, legal and ethical aspects.
2. Explore the opportunities for sustainable marketing strategies.
3. Identify the consumer behavior for sustainability.
4. Demonstrate how sustainable marketing can be applied in retail strategies.
5. Discover sustainable supply chain system retail.
6. Understand the dynamics of AI in sustainability.

Syllabus

Unit- 1(11 hours)
Introduction to Sustainable Development: Meaning, Importance, Components of sustainability, Impact of retail on environment, Sustainable Marketing, Green marketing, Rural marketing, Social marketing, Sustainable supply chain management.

Unit -2 (12 hours)
Strategic responses to sustainability: Approaches to Strategic Analysis of the retailing environment, Approaches to the analysis of resources, Competence and Strategic capability, Application of technique such as Value Chain Analysis & Bench Marking, business ethics and corporate social responsibility.

Unit -3 (12 hours)
Smart and Sustainable Quality Improvement: Evaluating Quality Standards in Sustainability, Building Smart & Intelligent retail stores with aspect to sustainability, Sustainable retail equipment.

Unit- 4 (10 hours)
Challenges and Innovations in Sustainability: Role of Leadership in building sustainability, Challenges faced by Retail industry, Systems and processes required, Change journey from traditional approach to sustainability.

Essential/recommended readings

1. Rethinking Marketing: Sustainable Marketing Enterprise in Asia, (2012) Second Edition by Philip Kotler, Pearson
2. Sustainable Marketing: A holistic Approach, (2021), Mark Peterson.
3. The Sustainable Business Case Book, 2019.

Suggested Readings-

1. Reddy, Nanda Kishore and Ajmera, Santosh, (2018) Ethics, Integrity and Aptitude, McGrawHill Education.
2. Sharma, J.P. (2012) Corporate Governance, Business Ethics, and CSR, Ane Books Pvt Ltd, New Delhi.
3. Ghosh P. K. (2010) Business Ethics, Vrinda Publications.
4. John R. Boattright (2008) Ethics and the Conduct of Business, Pearson Education.

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

GENERAL ELECTIVE –GE-8 Retail Salesperson- Training and Development

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
GE-8 Retail Salesperson- Training and Development	4	3	1	0	N/A	N/A

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of retail sales and its significance in the retail industry. Demonstrate effective communication skills for engaging with customers and understanding their needs. Develop a customer-centric approach to deliver exceptional customer service. Identify and apply various sales techniques to drive sales and achieve targets.

Learning outcomes

By studying this course, students will be able to:

1. Exhibit proficiency in retail sales techniques and strategies.
2. Demonstrate excellent customer service skills and build lasting customer relationships.
3. Utilize effective communication skills to engage with customers and meet their needs.
4. Achieve sales targets and contribute to the growth of the retail business.
5. Adapt to technological advancements and integrate them into the sales process.
6. Work collaboratively with team members to enhance overall sales performance.

Syllabus

Unit- 1 (12 Hours)

Introduction to Retail Sales: Understanding the retail industry and its dynamics, Role and importance of salespersons in retail, Customer-Centric Approach, Importance of customer service in retail, Building positive customer experiences, Handling customer complaints and feedback.

Unit- 2 (12 Hours)

Effective Communication Skills: Verbal and non-verbal communication techniques, Active listening and empathy, Persuasive communication in sales, Sales Techniques; Sales process and stages: Closing sales and overcoming objections, Upselling and cross-selling, Product Knowledge, Understanding product features and benefits, Delivering product presentations effectively.

Unit- 3 (11 Hours)

Technology in Retail Sales: Utilizing Point-of-Sale (POS) systems, Online and offline integration in retail sales; Teamwork and Collaboration, Importance of teamwork in a retail environment, Resolving conflicts and working collaboratively.

Unit- 4 (10 Hours)

Personal Branding for Sales Success: Developing a personal brand as a salesperson, leveraging personal branding for sales growth, Ethics and Legal Compliance, Ethical considerations in retail sales, Legal regulations and consumer rights.

Essential/recommended readings

1. "Retailing Management: Text and Cases"(2020), Swapna Pradhan, Tata McGraw Hill Education.
2. "Customer Relationship Management"(2020), Kaushik Mukerjee, PHI Learning Pvt. Ltd.
3. "Retail and Marketing Management" (2019), Arif Sheikh and Kaneez Fatim, Himalaya Publishing House.
4. "Retail and Marketing Management"(2021), Arif Sheikh and Kaneez Fatima, Himalaya Publishing House

Suggestive readings

1. "Impact of Training on Retail Salesperson Performance: An Indian Perspective"(2019), A. V. Shah, Indian Journal of Marketing.
2. "Soft Skills and Their Role in Enhancing Retail Sales in India"(2020), Dr. P. K. Gupta, Journal of Retail and Consumer Services.
3. "Training and Development Practices in Indian Retail: A Study of Challenges and Opportunities"(2021), S. K. Sharma, International Journal of Retail Management.
4. "Transforming Indian Retail through Training and Skill Development"(2022), Retailers Association of India (RAI).
5. "Skill Development in Indian Retail: The Road Ahead"(2021), Dr. Ramesh C. Sinha, FICCI.

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

Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

GENERAL ELECTIVE –GE-8 Dynamics of Start up in Retail Sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

<table>
<tr><th rowspan="2">Course title & Code</th><th rowspan="2">Credits</th><th colspan="3">Credit distribution of the course</th><th rowspan="2">Eligibility criteria</th><th rowspan="2">Pre-requisite of the course(if any)</th></tr>
<tr><th>Lecture</th><th>Tutorial</th><th>Practical/ Practice</th></tr>
<tr><td>GE-8 Dynamics of Start up in Retail Sector</td><td>4</td><td>3</td><td>1</td><td>0</td><td>N/A</td><td>N/A</td></tr>
</table>

Learning Objectives:
To give the students an overview of entrepreneur and its types that would help students to understand basics of starting up new ventures, start-ups. The challenges they could face while starting up with new business. To enable students to explore, launch entrepreneurial ventures in their own areas of interest.

Learning Outcomes:
After successful compilation of the course students will be able to:
1. Understand the process and nature of entrepreneurship.
2. Identify the different ways in which entrepreneur manifests in start-ups
3. Evaluate the feasibility of pursuing the opportunity recognized
4. Know how to create one's own business venture and the various factors that influence successful set-up and sustainable operations.

Syllabus

Unit 1 (11 Hours)
Entrepreneurship Journey- Meaning of entrepreneur, types of entrepreneur, making of an entrepreneur, role of innovation and creativity for start-ups, start-up opportunities, creativity: role of creative thinking in development and growth of new venture in India, Challenges in starting start-ups.

Unit 2 (12 Hours)
Business Setup- Characteristics of opportunity, where to look for opportunities, from identification to evaluation, forms of ownership and suitability, different modes of generating ideas**,** identification of opportunities: idea generation, selection and implementation, search for new ideas: techniques for generating ideas: scamper, brainstorming, mind mapping, storyboarding, role playing. Entry strategies: new product, franchising, buying an existing firm.

Unit 3 (12 Hours)
Feasibility and Resource Mobilization- Feasibility analysis: marketing, technical and financial feasibility analysis, industry and competition analysis, assessing new venture, economic environment and socio economic feasibility of the venture. Resource mobilization for entrepreneurship: what is resource, resources mobilization, types of resources, process of resource mobilization, sources of financing.

Unit 4 (10 Hours)

Scaling-up of Business and Entrepreneurship Ecosystem -Scaling ventures – preparing for change, harvesting mechanism and exit strategies, managing growth, reasons for new venture failures, the entrepreneurial ecosystem, business incubators, entrepreneurship in india. Government initiatives, government grant and subsidies.

Essential Readings-

1. M.B. Shukla . Entrepreneurship and Small Business Management : Kitab Mahal Publishers.
2. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.
3. Peter F. Drucker , Innovation and Entrepreneurship, Harper & Row, 1985

Suggested Readings-

1. Scarborough, N. M., Cornwall, J. R., &Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson.
2. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin, (latest edition)
3. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, (latest edition)Pearson Prentice Hall

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

Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-6 Disaster Management in Retail

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	**Credits**	**Credit distribution of the course**			**Eligibility criteria**	**Pre-requisite of the course**(if any)
		Lecture	**Tutorial**	**Practical/ Practice**		
DSE-6 Disaster Management in Retail	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

By the end of this course, students should be able to identify potential hazards and risks specific to the retail environment. Understand the principles and concepts of disaster management and their application in the retail sector. Develop effective disaster preparedness and response plans for retail establishments. Analyze the impact of disasters on retail operations and implement business continuity strategies.

Learning outcomes

By studying this course, students will be able to:

1. Formulate comprehensive disaster management plans tailored to retail settings.
2. Implement appropriate measures to mitigate potential risks in retail environments.
3. Demonstrate effective communication and coordination during disaster situations.
4. Assess the impact of disasters on retail businesses and devise recovery strategies.
5. Enhance the overall safety and resilience of retail establishments against various hazards.

Syllabus

Unit 1 (10 Hours)

Introduction to Disaster Management in Retail: Definition of disasters and their types, Importance of disaster management in the retail industry-in the purview of Covid-19, Disaster risk assessment and vulnerability analysis in retail environments, Frameworks for disaster management: NDMA Guidelines (India) , Overview of disaster management cycle (mitigation, preparedness, response, recovery).

Unit 2 (12 Hours)

Risk Assessment and Hazard Identification in Retail: Identifying potential hazards specific to retail stores, Conducting risk assessments and vulnerability analyses, Strategies to minimize risks and hazards in the retail environment; Disaster Preparedness for Retail Establishments: Developing comprehensive disaster management plans, Emergency response protocols for different types of disasters, Training retail personnel in disaster preparedness.

Unit 3 (11Hours)

Business Continuity and Recovery in Retail: Assessing the impact of disasters on retail operations, Developing business continuity strategies for retail establishments, Implementing recovery plans and resuming operations after disasters, Role of insurance in disaster risk management.

Unit 4 (12 Hours)

Coordination and Communication during Disasters: Collaborating with relevant authorities and agencies, Effective communication with employees, customers, and stakeholders during disasters, Coordinating resources and support for disaster response, Case Studies and Best Practices in Disaster Management in Retail, Analyzing real-world examples of disaster management in retail, Learning from successful disaster management strategies in the industry.

Essential/recommended readings

1. "Disaster Management" (2003) by Harsh K. Gupta, Universities Press.
2. "Retail Management" (2017) by Gibson G. Vedamani, Jaico Publishing House.
3. "Introduction to Disaster Management" (2010)by Satish Modh, Macmillan Publishers India.

Suggestive readings

1. National Disaster Management Authority (NDMA) Guidelines (India).
2. National Institute of Disaster Management (NIDM) reports and resources.
3. Industry reports from organizations like FICCI and Retailers Association of India (RAI).

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

DISCIPLINE SPECIFIC ELECTIVE –DSE-6 Retailing in India- Growth & Challenges

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-6 Retailing in India- Growth & Challenges	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives

Upon completion of this course, students will be able to understand the evolution and current status of the retail sector in India. Identify the factors contributing to the growth of the Indian retail industry. Analyze the challenges faced by retailers and the broader retail ecosystem. Evaluate the impact of technology and digitalization on retailing in India.

Learning outcomes

By studying this course, students will be able to:

1. Describe the historical development and transformation of the retail industry in India.
2. Analyze the key drivers that have led to the growth of organized and unorganized retail in the country.
3. Identify the major challenges faced by retailers, including supply chain issues, competition, and changing consumer behavior.
4. Discuss the impact of e-commerce and digital disruption on traditional retail models.

Syllabus

Unit -1 (10 Hours)

Growth Drivers of Indian Retail, Rise of the middle class and increasing disposable income, Urbanization and changing consumer lifestyles, Demographic dividend and youth population, Technological advancements and digitalization.

Unit -2 (11 Hours)

E-commerce and its impact on traditional retail, Challenges Faced by Indian Retailers, Supply chain and logistics issues, Intense competition and pricing pressures, Regulatory hurdles and licensing requirements, Consumer preferences and brand loyalty.

Unit-3 (12 Hours)

Role of Government Policies in Retail Growth, FDI regulations and its impact on the sector, Goods and Services Tax (GST) and its implications, Retail trade reforms and liberalization, Technology and Digital

Transformation in Retail, Data analytics and personalized marketing, Inventory management and AI-driven solutions.

Unit-4 (12 Hours)

Future Trends and Opportunities, Emerging retail trends in India and globally, Opportunities in niche markets and regional retailing, Sustainable and socially responsible retail practices, Social and Economic Impact of Retail Growth, Employment generation, Impact on traditional mom-and-pop stores, Effects on local economies and small-scale industries.

Essential/recommended readings

1. "The Retail Revolution in India" by Rajiv Lal and Arar Han
2. "Indian Retail Industry: Past, Present & Future" by Dr. C.S. Mukundan
3. "The New Rules of Retail: Competing in the World's Toughest Marketplace" by Robin Lewis and Michael Dart

Suggestive readings

1. "Retail Management: A Strategic Approach" by Barry Berman and Joel R. Evans
2. "Retail Marketing Management" by David Gilbert
3. Retailing Management" by Michael Levy and Barton A. Weitz

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

Bachelor of Vocation - Retail Management & IT course
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC ELECTIVE –DSE-6 Retail Team organization and Dynamics

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course(if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-6 Retail Team organization and Dynamics	**4**	**3**	**1**	**0**	**N/A**	**N/A**

Learning Objectives:

By the end of this course, learners will be able to:

1. Understand the structure and functioning of retail teams.
2. Analyze the roles and responsibilities of retail employees at different levels.
3. Learn about team dynamics, motivation, and performance management in retail.
4. Develop leadership and conflict resolution skills in a retail setting.
5. Explore emerging trends in retail team management and technology-driven collaboration.

Learning Outcomes:

After completing this course, students will be able to:

- Describe the organizational structure of retail teams.
- Assess the importance of teamwork and communication in retail.
- Apply strategies for effective team leadership and employee engagement.
- Solve challenges related to conflict management and team coordination.
- Implement best practices for workforce planning and retail staff training.

Syllabus:

Unit 1 (10 Hours)
Introduction to Retail Team Organization**-** Overview of Retail Industry and Its Workforce**,** Organizational Structure in Retail – Small, Medium & Large Enterprises**,** Roles and Responsibilities at Different Levels (Store Manager, Supervisor, Sales Staff, etc.)**,** Importance of Teamwork in Retail Operations**,** Case Studies of Successful Retail Team Management.

Unit 2 (10 Hours)
Team Dynamics and Motivation in Retail- Understanding Team Dynamics in Retail**,** Employee Motivation Theories and Their Application in Retail**,** Leadership Styles and Their Impact on Retail Teams**,** Communication Strategies for Effective Team Coordination**,** Employee Engagement and Retention Strategies

Unit 3 (10 Hours)
Performance Management and Conflict Resolution-Performance Measurement Metrics in Retail, Setting KPIs and Appraisal Methods for Retail Employees. Conflict Resolution Techniques in Retail settings. Dealing with Workplace Stress and Burnout in Retail Teams, Training and Development for Retail Workforce.

Unit 4 (10 Hours)
Emerging Trends in Retail Team Management- Impact of Technology on Retail Workforce Management, Role of AI and Automation in Retail Operations, Remote and Hybrid Work Models in Retail, Ethical and Legal Aspects of Retail Workforce Management, Future Challenges and Opportunities in Retail Team Organization.

Essential/recommended readings

1. Pradhan Swapna, "Retail Management", McGraw Hill Education (2021)
2. "Understanding Organizational Behaviour" – Udai Pareek, Oxford University Press (2016)
3. "Organizational Behavior" – K. Aswathappa, Himalaya Publishing House (2018)
4. Harjit Singh ,"Retailing Management: Text and Cases", S. Chand Publishing (2014)Suggestive readings

Suggested Readings-

1. Suja Nair , "Retail Management: A Strategic Approach", Himalaya Publishing House (2022)
2. John Fernie & Leigh Sparks ,"Retailing: Environment and Operations", Routledge (3rd Edition, 2019)
3. Chetan Bajaj, "Retail Management: An Overview", Rajnish Tuli, and Nidhi Srivastava, Oxford University Press (2005)
4. Dr. U.C. Mathur , "Retail Management", I.K. International Publishing House (2010)
5. Robbins, S. P., Judge, T. A., & Vohra , N. (2018). Organizational Behavior (18 ed.). Pearson.
6. Singh, D. (2003). Emotional intelligence at work. New Delhi: Response Books

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

Annexure-2

Bachelor of Vocation – Healthcare Management
Category-I
Undergraduate Curriculum Framework 2022(UGCF)

Semester	DSE	Status
V	Basic Statistics	New
VI	Research Design & Methodology in Healthcare	New
VII	1. Research Design & Methodology in Healthcare. 2. Crisis Management in Healthcare. 3. Patient Psychology & Behavior 4. Dynamics of Start-Up in Healthcare Sector	New

Bachelor of Vocation – Healthcare Management
Undergraduate Curriculum Framework 2022(UGCF)

Discipline Specific Elective 3 : Basic Statistics

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-3-Basic Statistics	4	3	1	0	NA	NA

Learning Objectives:

To motivate students towards intrinsic interest in statistical thinking. To analyze and interpret data.

Learning Outcomes:

After completing this course, students should have developed a clear understanding of:

1. Basic concepts of Statistics.
2. Distinguish between different types of data.
3. Graphical methods of displaying data.
4. Measures of Locations and dispersion.
5. Concept of Bi-Variate Data.
6. Principle of Least Squares.
7. Introduction to the basics of Probability.

Syllabus

Unit 1 (8 Hours)

Concepts of a statistical population and sample, quantitative and qualitative data, discrete and continuous data. Presentation of data by tables and by diagrams, frequency distributions for discrete and continuous data, graphical representation of a frequency distribution by histogram and frequency polygon, and cumulative frequency distributions.

Unit 2 (15 Hours)

Measures of Central Tendency: Arithmetic mean, Median and Mode , Measures of Dispersion: Range, Quartile Deviation and Mean Deviation, Variance, Standard deviation, and Coefficient of variation.

Unit 3 (12 Hours)

Bi-variate data: Scatter diagram, the principle of least-squares, and fitting of straight lines, Correlation and regression, Karl Pearson coefficient of correlation, Lines of regression, Spearman's rank correlation coefficient.

Unit 4 (10 Hours)

Random experiment, sample space, event, Definition of Probability, mutually exclusive events, Conditional probability and independent events. Bayes' theorem(without proof) and its applications

Practical component (if any) –

N/A

Essential/recommended readings

1. Das, M.N. and Giri, N.C. (1986)Design and Analysis of Experiments. Wiley Eastern.
2. Goon, A.M., Gupta, M.K. and Dasgupta, B. (2005). Fundamentals of Statistics (8th ed.

Suggested Readings-

1. Vol I). World Press, Kolkata.
2. J.E Freund (2009), Mathematical Statistics with Applications, 7th Ed, Pearson Education

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

Bachelor of Vocation – Healthcare Management

Undergraduate Curriculum Framework 2022(UGCF)

Discipline Specific Elective 4 : Research Design &Methodology in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-4- Research Design &Methodology in Healthcare	4	3	1	0	NA	NA

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of research methodology and its significance in the healthcare sector. The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process

Learning outcomes

By studying this course, students will be able to:

1. Identify and define research problems in the healthcare sector.
2. Apply appropriate research methodologies for healthcare studies.
3. Collect and analyze quantitative and qualitative data effectively.
4. Utilize statistical tools and software for data analysis.

Syllabus

Unit 1: Introduction (10 Hours)

Meaning, Objectives, and Significance of Research in Healthcare Management, Types of Research: Exploratory, Descriptive, and Causal Research, Research Process and Steps in Research, Defining Research Problem and Formulating Hypotheses in Healthcare Research.

Unit 2: Research Design and Data collection (12 Hours)

Meaning, need, features of good design; Research Design: Exploratory, Descriptive, and Experimental, Sampling Techniques: Probability and Non-Probability Sampling, Data Collection Methods: Primary vs. Secondary Data, Questionnaire Design and Interview Methods, Measurement Scales and Reliability & Validity.

Unit 3: Data Analysis and Interpretation (8 Hours)
Introduction to Data Analysis- application of software for Data analysis with appropriate tools for Healthcare Research: Hypothesis Testing: Parametric and Non-Parametric Tests, Correlation and Regression Analysis, Interpretation of Research Findings.

Unit 4: Report Writing and Presentation (15 Hours)
Types of Research Reports, Structure and Components of a Research Report , Steps in Report Writing: Format and Presentation of Report, Review of related literature and its implications at various stages of research.Major findings, Conclusions and suggestions; Citation of references: Referencing (APA etc.), bibliography, Presentation of Research Findings,Ethics in Health Research- Confidentiality and privacy, informed consent, vulnerable cases and special treatments, standards of care – principles, review processes etc.

Essential/recommended readings-

1. Kothari, C.R. &Garg, Gaurav – Research Methodology: Methods and Techniques (2019)
2. Bhattacharyya, Dipak Kumar – Research Methodology (2006)
3. Krishnaswamy, K.N., Sivakumar, A.I. &Mathirajan, M. – Management Research Methodology: Integration of Methods and Techniques (2009)
4. Gupta, S.P. – Statistical Methods (2014)
5. Aggarwal, R.K.(2019)- Essentials of clinical research:A practical guide.Jaypee Brothers Medical Publishers.

Suggested Readings-

1. Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
2. Malhotra, Naresh& Dash, SatyaBhushan – Marketing Research: An Applied Orientation (2017)
3. Mark Saunders: Research Methods for Business: Pearson Education, 2010.
4. Newman, W.L. (2021). Social Research Methods: Qualitative and Quantitative Approaches, 8th ed. Pearson.
5. Bryman, A., & Bell, E. (2011). Business research methods. 3rd ed. Cambridge; New York, NY: Oxford University Press.
6. ICMR Guidelines and Publications

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Bachelor of Vocation – Healthcare Management

Undergraduate Curriculum Framework 2022(UGCF)

Discipline Specific Elective 5 : Research Design &Methodology in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5- Research Design &Methodology in Healthcare	4	3	1	0	NA	NA

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of research methodology and its significance in the healthcare sector. The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process

Learning outcomes

By studying this course, students will be able to:

1. Identify and define research problems in the healthcare sector.
2. Apply appropriate research methodologies for healthcare studies.
3. Collect and analyze quantitative and qualitative data effectively.
4. Utilize statistical tools and software for data analysis.

Syllabus

Unit 1: Introduction (10 Hours)

Meaning, Objectives, and Significance of Research in Healthcare Management, Types of Research: Exploratory, Descriptive, and Causal Research, Research Process and Steps in Research, Defining Research Problem and Formulating Hypotheses in Healthcare Research.

Unit 2: Research Design and Data collection (12 Hours)

Meaning, need, features of good design; Research Design: Exploratory, Descriptive, and Experimental, Sampling Techniques: Probability and Non-Probability Sampling, Data Collection Methods: Primary vs. Secondary Data, Questionnaire Design and Interview Methods, Measurement Scales and Reliability & Validity.

Unit 3: Data Analysis and Interpretation (8 Hours)
Introduction to Data Analysis- application of software for Data analysis with appropriate tools for Healthcare Research: Hypothesis Testing: Parametric and Non-Parametric Tests, Correlation and Regression Analysis, Interpretation of Research Findings.

Unit 4: Report Writing and Presentation (15 Hours)
Types of Research Reports, Structure and Components of a Research Report , Steps in Report Writing: Format and Presentation of Report, Review of related literature and its implications at various stages of research.Major findings, Conclusions and suggestions; Citation of references: Referencing (APA etc.), bibliography, Presentation of Research Findings,Ethics in Health Research- Confidentiality and privacy, informed consent, vulnerable cases and special treatments, standards of care – principles, review processes etc.

Essential/recommended readings-

6. Kothari, C.R. &Garg, Gaurav – Research Methodology: Methods and Techniques (2019)
7. Bhattacharyya, Dipak Kumar – Research Methodology (2006)
8. Krishnaswamy, K.N., Sivakumar, A.I. &Mathirajan, M. – Management Research Methodology: Integration of Methods and Techniques (2009)
9. Gupta, S.P. – Statistical Methods (2014)
10. Aggarwal, R.K.(2019)- Essentials of clinical research:A practical guide.Jaypee Brothers Medical Publishers.

Suggested Readings-

7. Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
8. Malhotra, Naresh& Dash, SatyaBhushan – Marketing Research: An Applied Orientation (2017)
9. Mark Saunders: Research Methods for Business: Pearson Education, 2010.
10. Newman, W.L. (2021). Social Research Methods: Qualitative and Quantitative Approaches, 8th ed. Pearson.
11. Bryman, A., & Bell, E. (2011). Business research methods. 3rd ed. Cambridge; New York, NY: Oxford University Press.
12. ICMR Guidelines and Publications

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Bachelor of Vocation – Healthcare Management
Category-I
Undergraduate Curriculum Framework 2022(UGCF)

Semester	DSC	GE	DSE
VII	DSC-19- Leadership & Motivation in Healthcare	GE-7 1. Service Excellence in Healthcare(**) 2. Legal System in Healthcare Industry(**)	DSE-5 1. Research Design &Methodology in Healthcare(**) 2. Crisis Management in Healthcare(*) 3. Patients Psychology and Behavior(**) 4. Dynamics of Start-Up in Healthcare sector (**)
VIII	DSC-20 Sustainability in Healthcare sector	GE-8 1. Project Management in Healthcare(**) 2. Health Insurance(**)	DSE-6 1. Developing Strategy in Healthcare(*) 2. Financial Management in Healthcare(*) 3. Materials Management in Healthcare(*)

*** Approved paper but changed the placement**

**** Newly Introduced Paper**

Bachelor of Vocation – Healthcare Management (Semester -7)
Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC CORE COURSE – 19: Leadership & Motivation in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC19- Leadership & Motivation in Healthcare	4	3	1	0	NA	NA

Learning Objectives

The course aims to create an understanding of the various leadership theories amongst the upcoming leaders in order to decide as to which style of leadership they should follow in numerous situations that they might encounter in their careers or personal lives.

Learning outcomes

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

1. Understand the fundamental principles of leadership and motivation in the context of healthcare.
2. Analyze the impact of effective leadership on healthcare organizations and patient outcomes.
3. Evaluate different leadership styles and their applications in healthcare settings.
4. Identify strategies to motivate healthcare professionals and enhance team performance.
5. Develop skills for effective communication, conflict resolution, and decision-making in healthcare leadership roles.

Syllabus

Unit 1(10 Hours)

Introduction- Meaning of Leadership, Definitions of leadership, Significance of leadership, Difference between leadership and management, Basic styles of leadership – autocratic, democratic, laissez faire (meaning, features, advantages, disadvantages and suitability), RensisLikert styles of management, Tanenbaum and Schmidt Model.

Unit 2-(15 Hours)

Theories of Leadership: Traditional Theories Great Man Theory, Trait Theory, Behavioral Theories- Ohio Studies, Michigan Studies, Managerial Grid, Contingency theories- Fiedler's Theory, Hersey and Blanchard Situational Model, Path Goal Theory, Transformational Leadership, Transactional Leadership, Charismatic Leadership, Servant Leadership, Ethical Leadership, Case studies on effective healthcare leaders.

Unit -3 (10 Hours)

Theories of motivation and their relevance to healthcare professionals, Maslow's need hierarchy theory, theory x, theory y, McClelland's Theory of Motivation, Alderfer's ERG Theory, Herzberg Theory, Reinforcement theory, equity theory, Vroom's expectance theory.

Unit 4 (10 Hours)

Ethical Leadership & Transformational Leadership in healthcare, developing leadership skills to drive positive transformations, Leadership challenges during crises and emergencies,Resilience and self-care for healthcare leaders, Implementing evidence-based practices for better patient outcome.

Essential/recommended readings-

1. Ajaikumar , B.S.(2021) Excellence Has No Borders: How a Doctorpreneur Created a World –Class Cancer Hospital Chain , Harper Collins India.
2. TrehanNaresh, (2018).The Heart Truth : Untold Stories of Leadership in Healthcare.Harper Collins India.
3. Shetty, D.P (2015) Affordable Excellence : The story of Narayana Health .Penguin Random House India.
4. Panda, R. (2020).Second Opinions : Stories of Hope , Resilience, and Leadership in Medicine .Penguin Random House India.

Suggestive readings-

1. Chalil ,J., Kapur,P., &Nalapat M.(2021).India Beyond The Pandemic: A Sustainable Path Towards Global Leadership.Springer.
2. Bhatia ,R. (2020). Managing Healthcare Services: Strategic Leadership for Transformational Change. Sage Publications
3. Jassal, S.(2022). Leadership in Healthcare :A Comprehensive Approach .Sage Publications.
4. Shah ,V. (2021)Innovative Leadership in Healthcare: Shaping Tomorrow's Healthcare .Springer.
5. Reddy , G.R.(2020) .Inspiring Healthcare Leadership : Motivation , Strategy and Excellence .Springer

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Bachelor of Vocation – Healthcare Management
Undergraduate Curriculum Framework 2022(UGCF)

General Elective 7- : – Service Excellence in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-7- Service Excellence in Healthcare.	4	3	1	0	NA	NA

Learning Objectives

Create basic awareness on Service Excellence in Healthcare and its applicability

Learning outcomes

1. Student will get the basic understanding and awareness about the Service Excellence and the quality standards applicable to different departments of the hospital.
2. Students will also understand the importance of Accreditation and International Patient Safety Goals
3. Awareness of Quality will enhance patient safety and satisfaction in the hospital and students will be able to effectively implement the organization policies.

Syllabus

Unit-1(12 Hours)

Quality – An Overview : Dimensions of Quality- Scope and Importance in Healthcare ,Quality Concept, Quality Assurance, Total Quality Management, Quality Circle, Medical Quality, Service Excellence , NABH, JACHO, ISO.

Unit-2(12 Hours)

Medical Documentation Audits : Introduction , Definition of Medical Audit , Need and Purpose of Medical Audit , Types of Medical Audit , Medical Audit Committee , Medical Documentation Audits , Physician Documents , Nursing Documents , Organization Policies , Emergency Codes , Hospital Waste Management , Hospital Infection Control .

Unit 3(12 Hours)

Quality Standards applicable to the Front Office - Customer Service Excellence and Patient Satisfaction, Patient Satisfaction Metrics- Quantitative Measures and Qualitative Measures ; Call Centre Experience –Service Enquiry, Appointment Fixing, Complaints; OPD Services - Establishing Eye Contact, Greetings, End conversation with a standard closing statement as per the Hospital protocol ; In-Patient Experience , Measure Patient Satisfaction , Importance of Feedback & Closure.

Unit 4(9 Hours)

Quality in Healthcare –Introduction, Objectives , What Defines Quality in Healthcare , Quality Initiatives in ensuring Patient Safety-International Patient Safety Goals , Quality Indicators in Healthcare , Concept of Lean & Six Sigma , Importance of Lean & Six Sigma in Health Care Management , Importance of Quality Improvement Projects.

Practical component (if any) –

N/A

Essential/recommended readings-

1. Joshi, S.K. (2013), Quality Management in Hospitals, Jaypee Brothers Medical Publishers

Suggestive readings

1. Spath, P.L., & DeVane, K.A.(2022).Introduction to healthcare quality management. Health administration press.

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Bachelor of Vocation – Healthcare Management

Undergraduate Curriculum Framework 2022(UGCF)

GENERAL ELECTIVE 7 : Legal System in Healthcare Industry

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE -7- Legal System in Healthcare Industry	4	3	1	0	NA	NA

Learning Objectives

This course provides an in-depth understanding of the laws and regulations that govern the healthcare industry in India. Students will explore various legal aspects related to healthcare, including licensing, medical practice, patient rights, medical malpractice, and more. The course aims to equip learners with the knowledge and skills to navigate legal challenges and ensure compliance in the healthcare sector.

Learning outcomes

Upon successful completion of this course, students will be able to:

1. Explain the key laws and regulations governing the Indian healthcare industry and their implications.
2. Apply legal principles to real-world scenarios in the healthcare sector.
3. Evaluate the legal risks and compliance requirements for healthcare organizations.
4. Analyze the legal and ethical aspects of patient care and decision-making.
5. Demonstrate proficiency in identifying and addressing legal issues in healthcare practices.

Syllabus

Unit 1(5 Hours)

Introduction to Indian Healthcare Laws : Laws pertaining to establishment of hospitals , Legal requirements under Medical Council Acts , West Bengal Clinical Establishment Act and rules.

Unit 2(15 Hours)

Acts pertaining to Hospitals : Legal aspects relating to Organ transplantation , MTP Act 1971, Basics of Drugs and Cosmetic Acts , Euthanasia , ESI Act , PNDT Act , Human experimentation, Clinical trials , Industrial dispute Act , Central Births & Death Registration Act , Consumer Protection Act.

Unit 3(10 Hours)

Legal liability of hospitals : Criminal, civil and tortuous; Liability for negligence : Absolute liability and vicarious liability ,Legal remedies available to patients.

Unit 4(15 Hours)

Medical ethics - Ethical Principles & rules , Core concepts of medical ethics , Law & ethics-a comparison, Elements of medical malpractice , Medical negligence and liability , Confidentiality , Autonomy & Informed Consent.

Practical component (if any) –

N/A

Essential/recommended readings

1. Healthcare Laws in India by Shailaja Chandra
2. Law and the Practice of Medicine in India by AnantBhan and Amar Jesani
3. Medical Law and Ethics by AmitavaSengupta

Suggestive readings -

1. Indian Medical Law: A Treatise on Crimes against Medical Profession by Sandeep Joshi
2. Medical negligence and legal remedies, 3rd edition, universal law Publisher, AnoopKaushal K, New Delhi, 2004.
3. Medico-legal Aspects of Patient Care, 3rd Edition, R. C. Sharma, Peepee Publishers & Distributers 2008

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Discipline Specific Elective 5 : Research Design &Methodology in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5- Research Design &Methodology in Healthcare	4	3	1	0	NA	NA

Learning Objectives

By the end of this course, students should be able to understand the fundamentals of research methodology and its significance in the healthcare sector. The course aims to inculcate research aptitude among the learners and equip them with knowledge and skills required to successfully undertake various steps in the research process

Learning outcomes

By studying this course, students will be able to:

1. Identify and define research problems in the healthcare sector.
2. Apply appropriate research methodologies for healthcare studies.
3. Collect and analyze quantitative and qualitative data effectively.
4. Utilize statistical tools and software for data analysis.
5. Prepare and present research reports with clarity and accuracy.

Syllabus

Unit 1: Introduction (10 Hours)

Meaning, Objectives, and Significance of Research in Healthcare Management, Types of Research: Exploratory, Descriptive, and Causal Research, Research Process and Steps in Research, Defining Research Problem and Formulating Hypotheses in Healthcare Research.

Unit 2: Research Design and Data collection (12 Hours)

Meaning, need, features of good design; Research Design: Exploratory, Descriptive, and Experimental, Sampling Techniques: Probability and Non-Probability Sampling, Data Collection Methods: Primary vs. Secondary Data, Questionnaire Design and Interview Methods, Measurement Scales and Reliability & Validity.

Unit 3: Data Analysis and Interpretation (8 Hours)
Introduction to Data Analysis- application of software for Data analysis with appropriate tools for Healthcare Research: Hypothesis Testing: Parametric and Non-Parametric Tests, Correlation and Regression Analysis, Interpretation of Research Findings.

Unit 4: Report Writing and Presentation (15 Hours)
Types of Research Reports, Structure and Components of a Research Report , Steps in Report Writing: Format and Presentation of Report, Review of related literature and its implications at various stages of research. Major findings, Conclusions and suggestions; Citation of references: Referencing (APA etc.), bibliography, Presentation of Research Findings,Ethics in Health Research- Confidentiality and privacy, informed consent, vulnerable cases and special treatments, standards of care – principles, review processes etc.

Practical component (if any) –

N/A

Essential/recommended readings-

1. Kothari, C.R. &Garg, Gaurav – Research Methodology: Methods and Techniques (2019)
2. Bhattacharyya, Dipak Kumar – Research Methodology (2006)
3. Krishnaswamy, K.N., Sivakumar, A.I. &Mathirajan, M. – Management Research Methodology: Integration of Methods and Techniques (2009)
4. Gupta, S.P. – Statistical Methods (2014)
5. Aggarwal, R.K.(2019)- Essentials of clinical research:A practical guide.Jaypee Brothers Medical Publishers.

Suggested Readings-

1. Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
2. Malhotra, Naresh& Dash, SatyaBhushan – Marketing Research: An Applied Orientation (2017)
3. Mark Saunders: Research Methods for Business: Pearson Education, 2010.
4. Newman, W.L. (2021). Social Research Methods: Qualitative and Quantitative Approaches, 8th ed. Pearson.
5. Bryman, A., & Bell, E. (2011). Business research methods. 3rd ed. Cambridge; New York, NY: Oxford University Press.
6. ICMR Guidelines and Publications

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Discipline Specific Elective 5 : Crisis Management in Healthcare

CREDITDISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE- 5- Crisis Management in Healthcare	4	3	1	0	NA	NA

Learning Objectives

This course provides a comprehensive understanding of crisis management in healthcare settings. It explores the principles, strategies, and best practices for effectively managing crises that may arise in healthcare organizations, including natural disasters, pandemics, medical emergencies, and other critical incidents. The course emphasizes proactive planning, crisis response, and recovery to ensure the continuity of healthcare services and patient safety during challenging times.

Learning outcomes

Upon successful completion of this course, students will be able to:

1. Define and explain the principles of crisis management in the healthcare context.
2. Assess the vulnerabilities and risks that healthcare organizations may face during crises.
3. Create a comprehensive crisis management plan tailored to a specific healthcare setting.
4. Implement crisis response measures efficiently to mitigate the impact of a crisis.
5. Communicate effectively with stakeholders, patients, and the public during a crisis.
6. Draw insights from past healthcare crises to enhance crisis management approaches.

Syllabus

Unit 1(5 Hours)

Introduction to Crisis Management- Definition and scope of crisis management in healthcare, Understanding the importance of proactive crisis planning, Identifying common types of healthcare crises, Crisis Management Centres - design and operation

Unit 2(20 Hours)

Crisis Assessment and Preparedness- Risk assessment and vulnerability analysis in healthcare settings., Developing crisis management teams and protocols, Creating crisis communication plans, Crisis Response and

Resource Management, Implementing crisis response measures in healthcare organizations, Allocating and managing resources during a crisis, Ensuring patient safety and continuity of care.

Unit 3(10 Hours)

Crisis Communication and Public Relations- Importance of transparent and timely communication during a crisis, Addressing misinformation and managing public perception, Media engagement and crisis communication strategies, Media and Crisis Communications, Media Interview Training.

Unit 4(10 Hours)

Crisis Recovery and Resilience- Strategies for post-crisis recovery and adaptation, Building resilience in healthcare organizations; Evaluating the effectiveness of crisis management efforts.

Exercise Excellence - design, delivery, review, Preparing for Epidemics, Pandemics and Disasters in the Workplace, Supporting People after Traumatic Incidents.

Practical component (if any) –

N/A

Essential/recommended readings-

1. Trehan,N .(2021)Managing Health Crises: From the Frontlines of Healthcare Leadership. Harper Collins India.
2. Pankaj Gupta.(2020) Healthcare Crisis Management : Handling Emergency Situations in Healthcare Settings.Harper Collins India.
3. Agarwal,A. (2021) . Leading Through Crisis: Resilience and Recovery in Healthcare .Springer.
4. Varma , A.(2020).Crisis Management in Healthcare Organizations: Risk and Response. Wiley India.
5. Sundar, S. (2021). Pandemic Crisis Management: Lessons from India's Healthcare System. Springer.

Suggestive readings-

1. Kumar, R. (2022). Crisis Leadership in Healthcare : Navigating through Challenging Times. Springer.
2. Menon, G.K. (2022). Crisis management in Healthcare Organizations: A Comprehensive Guide. Springer.
3. Rao, K.S. (2020).Healthcare Crisis Management in India: Strategies and Solutions.Springer.
4. Agarwal , N. (2021) Healthcare Crisis Management: From Risk to Recovery .Jaypee Brothers Medical Publishers.
5. Mohan , C. (2021) , Managing Public Health Crises: Leadership Communication and Response.Springer.

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

Discipline Specific Elective 5 : Patients Psychology & Behavior

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5- Patients Psychology &Behaviour	4	3	1	0	NA	NA

Learning Objectives

It is aimed at helping the students to acquire knowledge & understanding of patient behavior and acquire the skills in managing them effectively in hospital settings.

Learning outcomes

1. Demonstrate an understanding of psychological theories and concepts relevant to patient behavior.
2. Analyze and interpret patient behavior in healthcare contexts using psychological frameworks.
3. Apply effective communication techniques to establish rapport and trust with patients.
4. Demonstrate cultural sensitivity in healthcare interactions and decision-making.
5. Develop strategies to address patient anxiety and improve coping mechanisms.
6. Devise patient-centered approaches to enhance treatment adherence and compliance.

Syllabus

Unit 1(10 Hours)

Introduction: History and origin of science of psychology , Definitions & Scope of Psychology , Relevance to Healthcare Managers , Methods of Psychology.

Unit 2(10 Hours)

Biology of behavior , Body mind relationship modulation process in health and illness , Genetics and behavior: Heredity and environment , Brain and behavior: Nervous system, Neurons and synapse, Association Cortex, Rt and Lt Hemispheres , Psychology of Sensations , Muscular and glandular controls of behavior , Nature of behavior of an organism/Integrated responses .

Unit 3(15 Hours)

Motivation and Emotional Processes : Motivation: Meaning, Concepts, Types, Theories, Motives and behavior, Conflict resolution ; Emotions & stress : Emotion: Definition components, Changes in emotions, theories, emotional adjustments, emotions in health and illness; Stress: stressors, cycle, effect, adaptation & coping; Communication and Patient-Provider Relationship : Verbal and non-verbal communication skills , Active listening and empathy , Building trust and rapport with patients.

Unit 4(10 Hours)

Developmental Psychology : Psychology of people at different ages from infancy to old age, Psychology of vulnerable individuals- challenged, women, sick, etc , Psychology of groups.

Practical component (if any) –

N/A

Essential/recommended readings

1. Introduction to Psychology by Clifford T.Norgan, Richard A.King
2. Psychology 5th Edition by Robert A.Baron/GirishwarMisra

Suggestive readings

1. Empathy: A History" by Susan Lanzoni
2. "The Compassionate Connection: The Healing Power of Empathy and Mindful Listening" by David Rakel

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Discipline Specific Elective 5 : Dynamics of Start-Up in Healthcare sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5- Dynamics of Start-Up in Healthcare sector	4	3	1	0	NA	NA

Learning Objectives:

To give the students an overview of entrepreneur and its types that would help students to understand basics of starting up new ventures, start-ups. The challenges they could face while starting up with new business.

To enable students to explore, launch entrepreneurial ventures in their own areas of interest.

Learning outcomes

After successful compilation of the course students will be able to:

1. Understand the process and nature of entrepreneurship.
2. Identify the different ways in which entrepreneur manifests in start-ups
3. Evaluate the feasibility of pursuing the opportunity recognized
4. Know how to create one's own business venture and the various factors that influence successful set-up and sustainable operations.

Syllabus

Unit 1(8 Hours)

Entrepreneurship Journey -Meaning of entrepreneur, types of entrepreneur, making of an entrepreneur, role of innovation and creativity for start-ups, start-up opportunities, creativity: role of creative thinking in development and growth of new venture in India. Challenges in starting start-ups.

Unit 2(12Hours)

Business Setup- Characteristics of opportunity, where to look for opportunities, from identification to evaluation, forms of ownership and suitability, different modes of generating ideas**,** identification of opportunities: idea generation, selection and implementation, search for new ideas: techniques for generating ideas, scamper, brainstorming, mind mapping, storyboarding, role playing. Entry strategies: new product, franchising, buying an existing firm.

Unit 3(10 Hours)

Feasibility and Resource Mobilisation -Feasibility analysis: marketing, technical and financial feasibility analysis, industry and competition analysis, assessing new venture, economic environment and socio economic feasibility of the venture. Resource mobilization for entrepreneurship: resources mobilization, types of resources, process of resource mobilization, sources of financing.

Unit 4 (15Hours)

Scaling-up of Business and Entrepreneurship Ecosystem -Scaling ventures – preparing for change, harvesting mechanism and exit strategies, managing growth,

Reasons for new venture failures, the entrepreneurial ecosystem, business incubators, entrepreneurship in India. Government initiatives, government grant and subsidies.
Objective/knowledge testing, Competency based evaluation using validated assessment tools and practical skill demonstration.

Projects/assignments with a grading rubric/scale emphasizing module competencies

Practical component (if any) –

N/A

Essential Readings -

1. Scarborough, N. M., Cornwall, J. R., &Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson.
2. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.

Suggested Readings-

1. M.B. Shukla . Entrepreneurship and Small Business Management :KitabMahal Publishers.
2. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin, (latest edition)
3. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, (latest edition)Pearson Prentice Hall

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

Bachelor of Vocation – Healthcare Management (Semester -8)

Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC CORE COURSE – 20: Sustainability in Healthcare Sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-20 Sustainability in Healthcare sector	4	3	1	0	NA	NA

Learning Objectives

This course aims to build a deeper understanding of the importance of a more sustainable healthcare environment and to develop competency in the knowledge and skills related to "greening the healthcare environment" including communication, leadership, environmental sustainability, systems and processes and organizational knowledge.

Learning outcomes

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

1. Understand the concept of sustainability and its relevance to the healthcare sector.
2. Analyze the environmental, social, and economic impacts of healthcare practices.
3. Evaluate sustainable healthcare strategies and their potential benefits.
4. Apply sustainable practices to healthcare facilities, operations, and waste management.
5. Critically assess the role of technology and innovation in promoting sustainability in healthcare.

Syllabus

Unit 1(10 Hours)

Introduction to Sustainable Healthcare- Definition, Importance of Sustainability, Impact of Healthcare on Environment, The triple bottom line approach: balancing environmental, social, and economic aspects, Energy consumption in healthcare facilities, Building Sustainable Hospitals.

Unit 2-(15 Hours)

Sustainable Healthcare Strategies- Understanding the concept of Green Hospitals, Carbon foot-printing for healthcare, Elements of a Green Hospital, Planning & Implementation of Green Building, LEED certification.

Unit -3 (10 Hours)

Smart & Sustainable Quality Improvement- evaluating quality standards in sustainability, Building Smart & Intelligent Hospitals with aspect to sustainability, Sustainable medical equipment, integrating sustainability into healthcare policies and procedures.

Unit 4 (10 Hours)

Challenges & Innovations in Sustainability- Role of Leadership in building sustainability; Challenges faced by healthcare industry, Systems & Processes required, Change journey from traditional approach to sustainability; AI applications in sustainable healthcare.

Practical component (if any) –

N/A

Essential/recommended readings-

1. Malviya, R.,Sundram,S., &Gupta,B(2024). Sustainability in Healthcare. mHealth,AI and robotics.DeGruyter.
2. Prabhakar,P.k., &Filho, W.L.(2023.Preserving Health: The path to sustainable healthcare.Springer.
3. Chalil,J.M.,Kapur,P.k., &Nalapat,M.D.(2023).India beyond the Pandemic: A sustainable path towards global healthcare.GIFT Publishing.
4. Kumar,S., & Shukla, A.(2022).Sustainable healthcare systems: Global and local perspectives. Academic press

Suggestive readings-

1. Kumar,P., & Malhotra, R.(2021).Sustainability in Healthcare: Challenges and opportunities. Sage Publications.
2. Hans, V.B.(2016).Healthcare and sustainable development in India: Issues and Policies. Research Gate.

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

General Elective 8 : Project Management in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-8 - Project Management in Healthcare	4	3	1	0	NA	NA

Learning Objectives:

The course aims to enable the learners to evolve a suitable framework for thepreparation, appraisal, monitoring, and control of projects undertaken in an organisation.

Learning outcomes

1. After completion of the course, learners will be able to:
2. Explain the concept and attributes of projects, project management system, process and its principles;describe perform technical feasibility, marketing feasibility and commercial viability; using
3. NPV, and further to understand tax and legal aspects of a project;demonstrate and develop schedule for a specific project and its appraisal using varioustechniques;describe and calculate project duration and assess project cost;evaluate project management in terms of risk and performance

Syllabus

Unit 1: (8 Hours)

Introduction -Concept and attributes of Project, Project Management Information System, Project Management Processand Principles, Role of Project Manager, Relationship between Project Manager and Line Manager, Project Stakeholder Analysis, Identification of Investment opportunities, Project life cycle, Project Planning, Monitoring and Control of Investment Projects, Pre-Feasibility study, Identify common sources of conflict within a project environment.

Unit 2:(10 Hours)

Project Preparation and Budgeting -Technical Feasibility, Marketing Feasibility, Financial Planning: Estimation of Costs and Funds(including sources of funds), Demand Analysis and Commercial Viability (brief introduction to NPV), Project budget, Collaboration Arrangements.

Unit 3: (10 Hours)

Project Scheduling and Appraisal -Decomposition of work into activities, determining activity-time duration. Business Criterion of Growth, Liquidity and Profitability, Social Cost Benefit Analysis in Public and Private Sector, Investment Criterion and Choice of techniques, Estimation of Shadow prices and Social discount rate.

Unit 4: (8 Hours)

Project Planning Techniques -Determine project duration through critical path analysis using PERT & CPM techniques. Resource allocations to activities. Cost and Time Management issues in Project Planning and

Management.

Unit 5: (9 Hours)

Project Risk and Performance Assessment- Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit.

Practical component (if any) –

N/A

Essential Readings –

1. Chandra. P. (2019). Projects: Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw Hill.
2. Gido, J., & Clements, J. P. (2015). Project Management. New Delhi: Cengage Learning Pvt. Ltd.

Suggested Readings:

1. Gray, C. F., Larson, E. W., & Desai, G. V. (2014). Project Management: The Managerial
2. Process. New Delhi: Tata McGraw Hill.
3. Khatua, S. (2011). Project Management and Appraisal. Oxford: Oxford Press University

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

Bachelor of Vocation – Healthcare Management

Undergraduate Curriculum Framework 2022(UGCF)

General Elective 8: Health Insurance

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE –8- Health Insurance	4	3	1	0	NA	NA

Learning Objectives

After completion of this module student should be able to describe the concept of health Insurance and Insurance management process in healthcare

Learning outcomes

1. Student will get the basic understanding and awareness about the health insurance and different types of policies available to the insurer.
2. Students will also understand the TPA's and the role of the same as a mediator between Health Insurance Organizations and Insurers.
3. Awareness of TPA & Insurance policies will help students to effectively manage & handle the payment queries of the patients visiting the hospital

Syllabus

Unit-1(12 Hours)

Introduction to Health Insurance , Concept of Health Insurance, Definition, History & Scope of Health Insurance , Types of Health Insurance , Health Insurance coverage in CGHS, ECHS & ESI, Health Insurance in developing and developed countries , Underwriting of Health Insurance.

Unit 2(12 hours)

Different Health Insurance Policies , Analysis and Management , GOI & State Govt. Policy in implementation of Health insurance , Government Medical Services and Health Insurance Schemes , IRDA Guidelines , Hospital

Empanelment: Criteria & Procedure , Various Definitions under Mediclaim – Health Insurance Policies , Standard Exclusions.

Unit-3(9 hours)

Concept of combined Life Insurance and Health Insurance , Portability of Health Insurance , Pre-Existing Diseases.

Unit 4(12 hours)

Hospitals / TPA / Insurance Company / Relationship and Problems, Cashless Mediclaim Processing & TPA , Planned Hospitalization , Emergency Hospitalization , Claim Processing of Health Insurance.

Practical component (if any) –

N/A

Essential/recommended readings-

1. Gupta, Dr. L.P., (2014), Health Insurance for Rich & Poor in India, Dr. L.P.GUPTA
2. Patukale, Prof.Kshitij, Mediclaim and Health Insurance, PrabhatPrakashan.
3. Dayal, Dr. Hargovind (2017), Fundamentals of Insurance, Notion Press.

Suggested Readings –

1. Alexander, Sally, Risk and Insurance Management Manual for Libraries, Updated (ALCTS Monograph), ALA Editions.
2. IRDA Guidelines on Health Insurance - Govt. of India- https://www.financialservices.gov.in

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Discipline Specific Elective 6 : Developing Strategy in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE –6- Developing Strategy in Healthcare	4	3	1	0	NA	NA

Learning Objectives

1. Understand the fundamental concepts and theories of strategic management to devise short & long-term goals for healthcare
2. Analyze the external and internal factors influencing an organization's strategic decisions.
3. Develop skills in formulating and implementing effective business strategies.
4. Evaluate the role of innovation, sustainability, and ethics in strategic decision-making.

Learning outcomes

By the end of this course, students will be able to:

1. Identify and explain the key principles and theories of strategic management.
2. Conduct a comprehensive strategic analysis of a given organization.
3. Formulate actionable business strategies that align with the organization's goals.
4. Evaluate and recommend strategic alternatives for healthcare growth and sustainability.

Syllabus

Unit 1(5 Hours)

Introduction to Strategic management , Importance of Strategic management , Strategic management process: strategy and tactics , Strategic vision and mission, strategists in Strategic Management , Levels of strategy: Corporate, business, and functional , Porter's value chain: concept and applications.

Unit 2(15 Hours)

Strategic analysis in Healthcare Organizations , Introduction & need for strategic analysis , Internal Analysis and External Environmental Analysis , SWOT Analysis , PESTEL Analysis , Competitor Analysis , Value chain analysis , Core competencies and capabilities.

Unit 3(10 Hours)

Level of strategy: Corporate Level Strategy, Grand Strategy ; Portfolio analysis: BCG Matrix; Business level Strategy: Generic Business Strategy ; Functional strategy analysis: Plans and policies: Financial, Marketing, Operational, Personnel ; Globalization and its impact on business strategy , Multinational and global strategies.

Unit 4(15 hours)

Corporate Governance and Ethics : Corporate governance principles and practices , Role of the board of directors, Ethical considerations in strategic decision-making , Corporate social responsibility (CSR) and sustainability , Strategy Implementation, Organizational structure and design, Strategic control and performance measurement, Strategy execution and managing change, Strategic leadership and culture , Strategic Evaluation and Control, Criteria for evaluating strategies, Balanced Scorecard approach, Learning from strategic failures and successes, Making strategic adjustments.

Practical component (if any) – N/A

Essential/recommended readings

1. Kazmi, A: Business policy and Strategic management, Tata McGraw Hill.
2. Dess and Miller, Strategic Management,Tata McGraw Hill.
3. Cherunilam, F: Strategic Management, Himalaya Publishing House.

Suggested Reading -

1. Budhiraja, S.B. and Athreya, M.B: Cases in Strategic Management, Tata McGraw Hill.
2. Thomson and Strickland: Strategic Management, McGraw Hill.
3. Hill, C. W., Jones, G. R., & Schilling, M. A. (or latest edition), Strategic Management: Theory & Cases: An Integrated Approach.
4. Peter. M. Ginter, Strategic Management of Healthcare Organizations

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

Discipline Specific Elective 6 : Financial Management in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE – 6- Financial Management in Healthcare	4	3	1	0	NA	NA

Learning Objectives

By the end of this course, students will be able to:

1. Understand the unique financial challenges faced by healthcare organizations.
2. Apply financial management techniques to improve the financial performance of healthcare institutions.
3. Analyze and interpret financial statements of healthcare organizations.
4. Develop effective budgeting and cost control strategies for healthcare settings.

Learning outcomes

Upon successful completion of this course, students will be able to:

1. Analyze the financial structure of healthcare organizations and propose improvements for enhanced financial performance.
2. Develop and implement budgeting and cost control strategies to optimize resource allocation.
3. Identify the financial impact of different healthcare policies and regulations on organizations.
4. Formulate financial plans and recommendations for healthcare organizations' sustainable growth.
5. Apply financial analysis techniques to assess investment opportunities and risk management in the healthcare sector.

Syllabus

Unit 1(5 Hours)

Introduction to Financial Management in Healthcare : Overview of financial management concepts- Nature, scope, functions, goals, sources of finance, Unique financial challenges in the healthcare industry , Role of financial management in healthcare decision-making.

Unit 2(15 Hours)

Budgeting and Cost Control in Healthcare : Budgeting process and techniques, Cost behavior analysis in healthcare organizations, Cost control strategies and cost reduction measures , Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR), Working Capital Management including cash Management, Receivables Management, Inventory Management, Types & Determinants of working capital, credit management.

Unit 3(15 Hours)

Healthcare Reimbursement Systems : Fee-for-service vs. value-based reimbursement , Government and private payer systems , Impact of reimbursement systems on financial management, Financial Planning and Decision-Making in Healthcare , Capital budgeting and investment decisions , Funding sources for healthcare projects , Financial risk assessment and management.

Unit 4(10 Hours)

Healthcare Policy and Financial Implications : Regulatory environment in healthcare , Health insurance policies and their financial impact , Healthcare reform and its financial consequences , Concept of business plan, project plan , Merger & Acquisition, Healthcare Revenue Cycle Management , Patient billing and collections , Revenue cycle optimization , Managing accounts receivable and bad debts

Practical component (if any) – N/A

Essential/recommended readings

1. Financial Management in Health Services by Finkler, S.A., Ward, D.M., & Calabrese, T.D.
2. Healthcare Finance: An Introduction to Accounting and Financial Management by Louis C. Gapenski

Suggested Readings -

1. Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications by William N. Zelman, Michael J. McCue, and Noah D. Glick
2. Financial Management, P. Chandra-TMH Publications

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Bachelor of Vocation – Healthcare Management

Undergraduate Curriculum Framework 2022(UGCF)

Discipline Specific Elective 6: Materials Management in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE –6- Materials Management in Healthcare	4	3	1	0	NA	NA

Learning Objectives

This course provides an overview of Materials management principles and practices in the healthcare industry. It focuses on the effective management of medical supplies, equipment, and other Materials to ensure their timely availability, cost-effectiveness, and quality in healthcare settings. Students will explore various aspects of Materials procurement, inventory control, distribution, and vendor management specific to healthcare organizations.

Learning outcomes

Upon successful completion of this course, students will be able to:

1. Understand the importance of Materials management in healthcare and its impact on patient care, safety, and operational efficiency.
2. Identify and apply various Materials management techniques and best practices in healthcare settings.
3. Analyze and optimize the inventory management process to reduce costs while maintaining adequate stock levels.
4. Evaluate the selection criteria for healthcare suppliers and establish effective vendor relationships.
5. Utilize technology and software tools to enhance Materials management processes in healthcare organizations.

Syllabus:

Unit 1(5 Hours)

Introduction to Materials Management in Healthcare- Definition, scope and importance of materials management, Aims, objectives & principles of materials management; Materials Cycle, Importance of materials management in healthcare, Materials management challenges in healthcare settings, Integrated Approach to Materials planning & control.

Unit 2(10 Hours)

Inventory Control- Definition &objectives of inventory control, Types of inventory cost, Pareto' law ABC/VED/SDE analysis, Basic inventory management techniques, Economic Order Quantity (EOQ) and Reorder Point (ROP) analysis, Stock rotation and expiry management in healthcare.

Unit 3(10 Hours)

Materials Procurement in Healthcare- Purchasing process, meaning of purchasing, Objectives of purchasing, 5 R‟s of purchasing, Centralized & Decentralized purchasing, General principles of procurement of medicine, Identifying healthcare materials needs and requirements, Request for Proposal (RFP) and Request for Quotation (RFQ) processes, Supplier selection and evaluation criteria, Vendor Management.

Unit 4(5 Hours)

Stores Management- Responsibilities and functioning of stores, Types of Medical Stores, planning of hospital stores, Location, lay-out planning and design of hospital stores, Preservation of stores, documentation & evaluation of stores.

Unit 5(10 Hours)

Equipment Management - Classification of Hospital equipment, Planning and selection of equipment, Factors affecting utilization of equipment, Equipment failure, documentation, equipment maintenance and its types and Equipment audit.

Unit 6 (5 Hours)

Future Trends/Sustainability in Materials Management- Emerging technologies and innovations in healthcare materials management, Predictive analytics and artificial intelligence applications in materials management, Green procurement and eco-friendly materials, Waste management and disposal considerations in healthcare, Sustainable practices in materials management.

Practical component (if any) –

N/A

Essential/recommended readings

1. Production (Operation) Management, L.C Jhamp-Everest
2. Production and Materials management, K. Sridhara Bhatt-Himalaya
3. Hospital stores management an integral approach, Shakti Gupta-JAYPEE
4. Hospital Stores Management, Shakti Gupta, Sunilkanth – Jaypee Brothers

Suggested Readings –

1. Materials Management, Gopalakrishna, P., Prentice Hall, New Delhi, 1997.
2. Hospital Stores Management- An Integrated Approach, by Dr. Gupta Shakti, JaypeeBrothers.
3. Materials Management by Dr. PawanArora, Global India Publication Pvt Ltd
4. Procurement and Materials management for Hospitals, Rex H Gregor, Harold C. Mickey
5. Institute of Supply Chain Management. (Website: https://www.iscm.co.in/)

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UNIVERSITY OF DELHI
Bachelor of Vocation
(Banking, Financial Services, and Insurance)
Ramanujan College

Revised Syllabus as approved by

Academic Council

Date: No:

Executive Council

Date: No:

1. ABOUT B.VOC. (BFSI) PROGRAMME

The Bachelor of Vocation (Banking, Financial Services, and Insurance) [B.Voc. (BFSI)] is a four-year honours with research program designed to develop analytical skills in the field of financial services. Since its inception in 2016, the program has focused to create financial expertise to contribute in fast evolving economy of India in the following specific fields of Banking, insurance and financial services. The new curriculum of Bachelor of Vocation (Banking, Financial Services, and Insurance) [B.Voc. (BFSI)] Offers in depth knowledge of ever-changing field of financial services with focus on latest development through policy intervention, global integration and technological disruption. After pursuing this course students will get expertise in the field of financial services in general with specialization in the specific fields of Banking and Insurance. The University of Delhi hopes the UGCF approach of the programme B.Voc. (BFSI) will help students in making an informed decision at the time of working with financial institutions or engaged in any financial services. The students are exposed to various statistical, quantitative, econometric tools & techniques used for financial analysis with the help of Softwares like Eviews, R, Python.

2 CREDIT DISTRIBUTION

SEM	**Core DSC**	**DSE**	**GE**	**AEC**	**SEC#**	**IAPC**	**VAC**	**Total Credits**
3	DSC-7(4)	Choose any 1 DSE from DSE-1, DSE-2 (4) OR Choose one from pool of GE courses (4)		Choose from pool of AEC (2)	Choose from pool of SEC OR Internship / apprenticeship / project /community outreach (IAPC) * (2)		Choose from pool of VAC (2)	22
	DSC-8(4)							
	DSC-9(4)							
4	DSC-10(4)	Choose any 1						22

	DSC-11(4) DSC-12(4)	DSE from DSE-3, DSE-4 (4) OR Choose one from pool of GE courses (4)		Choose from pool of AEC (2)	Choose from pool of SEC OR Internship / apprenticeship / project /community outreach (IAPC) * (2)	Choose from pool of VAC (2)	
5	DSC-13(4) DSC-14(4) DSC-15(4)	Choose one from pool of courses DSE5, DSE-6 (4)	Choose one from pool of GE (4)	--	Choose from pool of SEC OR Internship / apprenticeship / project /community outreach (IAPC)* (2)	--	22
6	DSC-16(4) DSC-17(4) DSC-18(4)	Choose one from pool of courses DSE7, DSE-8(4)	Choose one from pool of GE (4)	--	Choose from pool of SEC OR Internship / apprenticeship / project /community outreach (IAPC) * (2)	--	22
7	DSC-19(4)	Choose any 3 DSE from DSE-9, DSE-10,DSE-11, DSE-12,DSE-13, DSE-14 (3*4) OR Choose 2 DSE (2*4) and 1 GE (4) OR Choose 1 DSE (4) and 2 GE (2*4) [3*4 = 12]		--	-- --	Dissertation/ Academic Project/ Entrepreneurship(6) **	22

8	DSC-20(4)	Choose any 3 DSE from DSE-15,DSE-16, DSE-17,DSE-18, DSE-19,DSE-20 OR Choose 2 DSE (2*4) and 1 GE (4) OR Choose 1 DSE (4) and 2 GE (2*4) [3*4 = 12]	--	--	--	Dissertation/ Academic Project/ Entrepreneurship(6) **	22

SEM: Semester
DSC: Discipline Specific Core
SEC: Skill Enhancement Course
DSE: Discipline Specific Elective
GE: Generic Elective
AEC: Ability Enhancement Course
VAC: Value Addition Course
IAPC: Internship/ Apprenticeship/ Project/ Community Outreach

* As per University guidelines
** As per University guidelines; Dissertation/Academic Project/Entrepreneurship in the 4th year shall commence from VII semester and conclude in VIII semester. Detailed outcomes of each track chosen out of these three options shall be notified and assessment at the end of VII and VIII semesters shall be done accordingly. Dissertation may be written in the Major or Minor or Interdisciplinary (combination of Major and Minor) discipline.

DETAILED LIST OF COURSES

2.1 DISCIPLINE SPECIFIC CORE (DSC) COURSES

Semester	S. No.	DSC Paper Title
I	1.	Basics of Financial Accounting
	2.	Business Organization and Management
	3.	Business Economics
II	4.	Business Environment
	5.	Computer Applications in Business
	6.	Basics of Banking Operations
III	7.	Financial Services
	8.	Business Statistics and Financial Mathematics

	9.	Fundamentals of Insurance
IV	10.	Financial Markets and Institutions
	11.	Technology in Banking and Insurance
	12.	Corporate and Securities Law
V	13.	Management Information System
	14.	Corporate Accounting
	15.	Life Insurance
VI	16.	Regulatory Framework for Banking and Insurance
	17.	Non-Life Insurance I (Fire, Marine & Motor)
	18.	Non-Life Insurance II (Health, Accidents, Rural & Miscellaneous)
VII	19.	Marketing of Financial Services
VIII	20.	Entrepreneurship

2.2 Discipline Specific Elective (DSE) Courses

Semester	S. No.	DSE - elective subject
III	1	Organizational Behavior
	2	Commercial Banking for Business
IV	3	Emerging Banking and Financial Services
	4	Corporate Finance
V	5	Customer Relationship Management
	6	GST and Indirect Taxes
VI	7	Security Analysis and Portfolio Management
	8	Marketing and Personal Selling
VII	9	Wealth Management
	10	Behavioral Finance
	11	Retail Banking
	12	Foundation of an Actuarial Analysis
	13	Investment Strategy & Issue Management
	14	Risk Management of Financial Institutions
	15	Research Methodology
VIII	16	Project Appraisal and Financing
	17	Financial Technologies

18	Mutual Funds Management
19	Financial and Commodity Derivatives
20	Micro Finance and Rural Banking
21	International Banking and Finance

COURSE CREDITS

2.3 CREDITS FOR DISCIPLINE SPECIFIC CORE (DSC) COURSES

S. No.	Name of the Subject	No. of Credits	Components of the Course		
			Lecture	Tutorial	Practical
1.	Basics of Financial Accounting	4	3	0	1
2.	Business Organisation and Management	4	3	1	0
3.	Business Economics	4	3	1	0
4.	Business Environment	4	3	1	0
5.	Computer Applications in Business	4	3	0	1
6.	Basics of Banking Operations	4	3	1	0
7.	Financial Services	4	3	1	0
8.	Business Statistics and Financial Mathematics	4	2	0	2
9.	Fundamentals of Insurance	4	3	1	0
10.	Financial Markets and Institutions	4	3	1	0
11.	Technology in Banking and Insurance	4	3	0	1
12.	Corporate and Securities Law	4	3	1	0
13.	Management Information System	4	3	1	0
14.	Corporate Accounting	4	3	1	0
15.	Life Insurance	4	3	1	0
16.	Regulatory Framework for Banking and Insurance	4	3	1	0
17.	Non-Life Insurance I (Fire, Marine & Motor)	4	3	0	1
18.	Non-Life Insurance II (Health, Accidents, Rural & Miscellaneous)	4	3	1	0
19.	Marketing of Financial Services	4	3	1	0
20.	Entrepreneurship	4	3	1	0

2.4 CREDITS FOR DISCIPLINE SPECIFIC ELECTIVE (DSE) COURSES

S. No.	Course Title	No. of Credits	Components of the Course		
			Lecture	Tutorial	Practical
1.	Organizational Behavior	4	3	1	0
2.	Commercial Banking for Business	4	3	1	0
3.	Emerging Banking and Financial Services	4	3	1	0
4.	Corporate Finance	4	3	1	0
5.	Customer Relationship Management	4	3	1	0
6.	GST and Indirect Taxes	4	3	1	0
7.	Security Analysis and Portfolio Management	4	3	1	0
8.	Marketing and Personal selling	4	3	1	0
9.	Wealth Management	4	3	1	0
10.	Behavioral Finance	4	3	1	0
11.	Retail Banking	4	3	1	0
12.	Foundation of an Actuarial Analysis	4	3	1	0
13.	Investment Strategy & Issue Management	4	3	1	0
14.	Risk Management of Financial Institutions	4	3	1	0
15.	Research Methodology	4	3	1	0
16	Project Appraisal and Financing	4	3	1	0
17.	Financial Technologies	4	3	1	0
18.	Mutual Funds Management	4	3	1	0
19.	Financial and Commodity Derivatives	4	3	1	0
20.	Micro Finance and Rural Banking	4	3	1	0
21	International Banking and Finance	4	3	1	0

DETAILED SYLLABUS

DISCIPLINE SPECIFIC CORE COURSE – 19: MARKETING OF FINANCIAL SERVICES

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Marketing of Financial Services DSC- 19	4	3	1	0	-	-

Learning Objectives:

To introduce students to the marketing of financial services. All financial institutions, including consumer banks and corporate finance services, practice some form of marketing. Some firms market themselves better than others, as evidenced in the competitive value of their brands. This course also operationalizes several marketing concepts such as segmentation, targeting, and positioning.

Learning outcomes:

By studying this course, the students will be able to:

- Explain and illustrate some of the frameworks and approaches that are helpful in marketing financial services.
- Outline how to efficiently manage multiple product or brand portfolios across multiple customer segments, and how to develop an effective marketing strategy in modern financial service organizations.

Unit 1: Introduction to Marketing of Services (12 hours)

Growth of the Service Sector, the Concept of Service, Characteristics of Services, Classification of Services, Service Marketing Mix (Additional Dimensions in Services

Marketing- People, Physical Evidence and Process). Internal Marketing of a Service- External versus Internal Orientation of Service Strategy, Service Encounter, Service Failure and Service Recovery, learning from customer feedback

Unit 2: Marketing Strategy (9 hours)

Planning, organizing and implementing marketing operations; marketing as a management function. Market Research, Establishing a marketing information system (MkIS); the marketing research process.

Market segmentation- Target marketing, Market segmentation, targeting and positioning the financial services organization in the market place.

Unit 3: Banking and Insurance Services (12 hours)

Retail Financial Services: Retail banking, meaning of banking business, introduction to various bank products, selling bank products. Concept of cross selling, Impact of technology on bank marketing (Internet banking, mobile banking and UPI).

Insurance: Meaning, advantages various types of insurance, financial planning process. **Risk Management:** Strategy to cover risk, introduction to IRDAI, selling of insurance plans; Bancassurance Model, Bank as a distribution channel for insurance services.

Unit 4: Regulations Governing Financial Services Marketing (12 hours)

Ethical issue in the marketing of financial services, Ethics in relation to the individual and society as a whole. Mutual Fund Structure, sales and distribution channels, Impact of technology, online marketing, the dimension of customer care, services quality and services recovery, global marketing.

Essential Readings

1. N.K Gupta (2010), "IIB&F: Managing and marketing of financial services", TAXMANN
2. RB Solanki, Dr. R Malik, "Marketing of financial products and services", Galgotia Publishing Company
3. IIB&F: Managing and marketing of financial services, TAXMANN

Additional Readings

1. Zeithaml, Bitner, Gremler&Pandit: SERVICES MARKETING, McGraw Hill.
2. V. A. Avdhani: Marketing of Financial services, HPH
3. P. K. Gupta: Insurance and Risk Management, HPH
4. Marketing Financial services – Hooman Estelami

DISCIPLINE SPECIFIC CORE COURSE – 20: ENTREPRENEURSHIP

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
ENTREPRENEURSHIP (DSC 20)	**4**	**3**	**1**	**0**	-	-

Learning Objectives:

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur. It also aims to help students effectively identify business opportunities and manage start-up ventures.

Learning Outcomes

After completion of the course, learners will be able to:

- Recognize the entrepreneurial potential within yourself and appreciate the role of entrepreneurship within society
- Understand the process of entrepreneurship
- Develop and appraise creative new business concepts that can be turned into sustainable business ventures and
- Identify the financial, marketing, legal, human resource, operations, and general management skills that are necessary to successfully launch and operate a new venture.

UNIT–I: Introducing Entrepreneurship (9 Hours)

Introduction: concept and definitions, entrepreneurship mindset, entrepreneurship process; factors impacting emergence of entrepreneurship; Evolution of entrepreneurship; role of entrepreneur: role of an entrepreneur in economic growth as an innovator; generation of employment opportunities;

complementing and supplementing economic growth; bringing about social stability and balanced regional development of industries.

Unit—II: Building Blocks of Entrepreneurship (12 Hours)

Classification and types of entrepreneurs; dimensions of entrepreneurship: intrapreneurship, social entrepreneurship, net entrepreneurship, technopreneurship, cultural entrepreneurship, ecopreneurship; women entrepreneurs; rural entrepreneurship; corporate entrepreneurs; characteristics of entrepreneur: leadership; risk taking; decision-making and business planning. Managerial versus entrepreneurial decision making; entrepreneurial attributes and characteristics; traits/qualities of entrepreneurs; creativity & innovation.

Unit—III: Creating and Running Entrepreneurial Ventures (12 Hours)

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Entrepreneurial strategy, Business planning process; Business Model for start-up ventures; Drawing business plan; Business plan failures.

Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems. Promotion of a Venture: External environmental analysis- economic, social and technological, Competitive factors: Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. Analyzing Business Opportunities: Market Analysis; demand-supply. Technical Analysis; assets analysis, Financial Analysis; sources of capital and its cost.

Viable and feasible business Opportunity: Testing feasibility of business ideas by applying sensitivity analysis.

Unit—IV: New Frontiers in Entrepreneurship (12 Hours)

Technology and Entrepreneurship: tech-enabled ventures; technology supporting entrepreneurship. Intrapreneurship: description, forms, levels and degrees of corporate entrepreneurship, corporate culture. Entrepreneurial climate within the organization: description, impact on intrapreneurship. Eco-friendly and climate conscious entrepreneur. Stimulating organizational creativity: creative teams; managing organizations for innovation and positive creativity.

Essential Readings:

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A. *Entrepreneurship*, Tata McGraw Hill

2. Brandt, S. C. *Entrepreneuring: The Ten Commandments for Building a Growth Company.* MacMillan Business Books.
3. Holt, D. H. *Entrepreneurship: New Venture Creation*. New Delhi: Prentice Hall of India.
4. Panda, S. C. *Entrepreneurship Development.* New Delhi: Anmol Publications.
5. Taneja, S., & Gupta, S. L. *Entrepreneurship Development-New Venture creation.* New Delhi: Galgotia Publishing House.
6. Shankar, R., *Entrepreneurship Theory and Practice*, Tata McGraw Hill.

Additional Readings

1. Dollinger, M. J. *Entrepreneurship: Strategies and Resources.* Illinois: Irwin.
2. Vasper, K. H. *New Venture Strategies (Revised Edition).* New Jersey: Prentice-Hall.
3. Barringer, B. R. *Entrepreneurship: Successfully launching new ventures*. Pearson Education India.
4. Kuratko, D.F., and Rao, T. V. *Entrepreneurship: A South-Asian Perspective*, Cengage.
5. Bilton, C. and Cummins, S. *Creative Strategy*, Wiley.
6. Dwivedi, A.K. *Industrial Project and Entrepreneurship Development*, Vikas Publishing House.

DSE COURSES

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Banking, Financial Services, and Insurance

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DISCIPLINE SPECIFIC ELECTIVE COURSE – 9: WEALTH MANAGEMENT

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

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

Learning Objectives:

To equip students with the knowledge and practical understanding of important dimensions of wealth management. They would be able to understand and do planning for their tax liabilities, investments, insurance coverage, retirement, and estate needs.

Learning outcomes:

- To provide an overview of various aspects related to wealth management.
- To acquaint the learners with issues related to taxation in wealth management.
- To study the relevance and importance of insurance in wealth management.
- To understand the importance and process of choosing right investments.
- To understand various components of retirement and estate planning.

Unit 1: Basics of Wealth Management and Tax Planning (12 Hours)

Introduction to Wealth Management; Need for Wealth Management; Components of Wealth Management; Process of Wealth Management; Code of Ethics for Wealth Managers; Wealth Management in India; Tax Planning – Tax Avoidance versus Tax Evasion; Fundamental Objectives of Tax Planning; Tax Structure in India for Individuals; Common Tax Planning Strategies – Maximizing Deductions, Income Shifting, Tax-Free and Tax-Deferred Income.

Unit 2: Managing Insurance Needs (12 Hours)

Basic Concepts – Risks, Risk Management and Underwriting; Insuring Life – Benefits of Life Insurance, evaluating need for Life Insurance, Determining the Right Amount of Life Insurance; Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies; Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent; Life Insurance Contract Features; Insuring Health – importance of Health Insurance Coverage; Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan; Types of Medical Expense Coverage; Policy Provisions of Medical Expense Plans; Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

Unit 3: Managing Investments (12 Hours)

Role of Investing in Personal Financial Planning, Identifying the Investment objectives, different Investment choices; Risks of Investing, Returns from Investing, Risk-Return tradeoff; Managing your Investment Holdings – building a Portfolio of Securities, Asset Allocation and Portfolio Management, keeping track of Investments; Investing in Equity – common considerations, key measures of Performance, types of Equity Stocks, Market Globalization and Foreign Stock, making Investment Decision; Investing in Bonds – benefits of Investing in Bonds, Bonds versus Stocks, Bond Market, Bond Ratings; Investing in Mutual Funds and

Exchange Traded Funds (ETFs) – concept of Mutual Funds and ETFs, benefits of investing in Mutual Funds and ETFs, some important cost considerations, services offered by Mutual Funds, selecting appropriate Mutual Fund and ETF investments, evaluating the performance of Mutual Funds and ETF.

Unit 4: Retirement Planning and Estate Planning (9 Hours)

Retirement Planning – role of retirement planning in personal financial planning, pitfalls to sound retirement planning, estimating income needs, sources of retirement income. Estate Planning – fundamentals of estate planning, impact of property ownership and beneficiary designations, estate planning documents, and executing basic estate planning.

Essential Readings:

1. Billingsley, R. S., Gitman, L. J., & Joehnk, M. D. (2016). *Personal financial planning*. Cengage Learning.
2. Tillery, S. M., & Tillery, T. N. (2017). *Essentials of personal financial planning*. John Wiley & Sons.

Additional Readings:

1. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.
2. Sinha, M. *Financial Planning: A Ready Reckoner.* McGraw Hill.

Note: Latest edition of the readings may be used.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 10: BEHAVIORAL FINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course & title Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Behavioural Finance DSE-10	**4**	**3**	**1**	**0**	**-**	-

Learning Objectives:

The objective of this paper is to introduce the students to the role of human behaviour in financial decision making. It aims to provide a comprehensive view of the psychological foundations and their applications to Corporate Finance and understanding Investor Behavior.

Learning outcomes:

- To establish a strong foundation of the basic concepts of Behavioral Finance.
- To understand the psychological biases and heuristics which affect financial decision making.
- To understand the application of Behavioral finance in Corporate Finance, Individual as well as Institutional Investor and Trading Behavior.

Unit 1: Foundation and Key Concepts (9 Hours)

Introduction to Behavioral Finance – Overview, Evolution, Key Themes, and Applications; Traditional versus Behavioural Finance; Limits to Arbitrage – Market Efficiency, Fundamental Risk, Noise Trader Risk, Implementation Costs; Theoretical and Empirical underpinnings of Behavioral Finance – Prospect Theory, Framing Effects, Heuristics and Biases, and Affect Theory; Emotional Finance - Concept, Emotional Finance in Practice – Risk, Momentum, Bad News Anomaly, and Pension Provision; Introduction to Neurofinance.

Unit 2: Psychological Concepts and Behavioral Biases (12 Hours)

Heuristics or Rules of Thumb, Disposition effect, Prospect theory and Behavioral finance, Overconfidence, Representativeness heuristics, Familiarity bias, Limited attention, Ambiguity aversion, Loss aversion, Framing, Self-deception, Mental accounting, Self-control, Regret avoidance, Availability bias, Anchoring bias, Optimism and Wishful thinking, Over reaction and Under reaction, Self-attribution, Endowment effect, Herd behavior, Hindsight bias, Winners' curse, Cognitive dissonance, Status quo bias.

Unit 3: Behavioural Corporate Finance (12 Hours) Financing Decisions - Financing decisions of an optimistic manager and overconfident manager, Trade-off model - Incorporating Manager-Shareholder Conflicts and BondholderShareholder Conflicts; Capital Budgeting and other Investment decisions - effects of Managerial over-confidence and optimism on the Capital Budgeting decisions, Factors affecting the impact of Managerial Biases; Dividend policy decisions – Dividend puzzle, Behavioral biases as explanations for Dividends, Theories of Investor Biases, Theories of Managerial Biases.

Unit 4: Investor Behavior **(12 Hours)**

Individual Investor Trading - Rational Explanations, Behavioral Explanations; Aspects of Individual Investor Trading – Disposition Effect, Local Bias, Learning over Time; Implications of Individual Investor Trading – Asset Prices, Cost of Time; Individual Investor Portfolios - Biases and Diversification; Cognitive Abilities and Financial Decisions - Do Older Investors make better Investment Decisions? Cognitive Abilities and the Three Puzzles; Institutional Investors - Holding and Trades of Institutional Investment Managers, Capital Flows to Institutional Investors; Role of Culture in Finance - Impact of Culture on Firm and Investor Behavior; Social Interactions and Investing - Herding and Information Cascades.

Essential Readings

1. Baker, H. K., & Nofsinger, J. R. (Eds.). (2010). *Behavioral finance: investors, corporations, and markets* (Vol. 6). John Wiley & Sons.
2. Shleifer, A. (2000). *Inefficient markets: An introduction to behavioural finance*. Oup Oxford.

Additional Readings

1. Barberis, N., & Thaler, R. (2003). A survey of behavioral finance. *Handbook of the Economics of Finance*, *1*, 1053-1128.
2. Tversky, A., & Kahneman, D. (Eds.). (2000). *Choices, values, and frames*. Cambridge University Press.

The latest published research papers will be used for teaching to a greater extent.

Note: Latest edition of the readings may be used.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 11: RETAIL BANKING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course	Eligibility criteria	Prerequisite of the

		Lecture	Tutorial	Practical/ Practice		course (if any)
Retail banking DSE-11	**4**	**3**	**1**	**0**	**-**	**-**

Learning Objectives:

Since retail banking is a significant component of the commercial banking system and is important to public. The course aims at imparting basic knowledge on retail banking sector in India and the emerging trends of retail lending and borrowing.

Learning Outcomes:

After completing the course, the student shall be able to:

- Describe the basic concepts related to retail banking.
- Analyze the different products and processes of retail banking systems available
- Summarize the Electronic Fund Transfer System.
- Discuss different types of security threats in Indian Banking.

Unit 1: Introduction **(9 hours)**

Concept of Retail banking, History and Evolution of retail banking. Role of retail banking in India. Distinction between Retail and Corporate Banking. Business Process Structure. Product models in retail banking. Aspects of retail banking: Customer oriented needs, Products development process, Products in retail banking. Process for retail loans; Credit scoring.

Unit 2: Products, process and service quality **(12 hours)** Banking products and services – Various services offered by banks; Types of bank deposit accounts – savings bank account, term deposit, current account, recurring deposit; pan card, address proof, KYC norm. Various types of loans – personal loans, education loan, consumer durable loan, auto/vehicle loan, housing loan, short term, medium term, long term, microfinance, bank overdraft, cash credit.

Credit& Debit Cards – Difference, Eligibility, Purpose, Margin and Security, Process of issuing and usage, Credit Points and billing cycle. Other Products/ Remittances/ Funds Transfer Service Quality, Measure to enhance service quality.

Unit 3: Distribution strategies and channels **(12 hours)**

Distribution strategies: direct selling, contract with third parties. Delivery Channels –Bank branch, operational Extension counters, ATMs, POS, net banking, Electronic Clearing System (ECS), E-payments, Electronic Fund Transfer (EFT),RTGS, NEFT, IMPS,E-money, Unified Payment Interface (UPI), Safeguard for internet banking.

Customer Relationship Management and its role in retail banking. Checking counterfeit currency; CIBIL, Regulations and compliance. Banking complaints and dealings. Technology in Retail Banking used for Static information, Account opening, KYC, loans etc. Process of lending and borrowing and the relevant accounting including EMI Computation.

Unit 4: Contemporary issues and recent trends in Retail Banking (12 hours)

Securitization and Mortgage-based lending. Retail Loans Recovery- Default management, Rescheduling and recovery processes. Trends in retailing - Insurance, Dematerialization (demat) services, Property services, e-banking, phone banking. Investment banking, Underwriting, Wealth management, Reverse Mortgage, hypothecation. Legal and regulatory issues of e-banking in India.

Suggested Readings:

1. Gupta, Atul, Banking and Insurance, A.K. Publications, New Delhi.
2. IIBF "Retail Banking", Macmillan Education.
3. Paul, R.R. & Mansuri, B.B. Banking and Financial Systems, Kalyani Publications, New Delhi.
4. Sethi, Jyotsna & Bhatia, Nishwan, Elements of Banking and Insurance, PHI Learning Pvt. Ltd., New Delhi.
5. Chaturvedi, D.D. & Mittal, Atul, Banking and Insurance, Scholar Tech Press, New Delhi.
6. Digital Banking, Indian Institute of Banking and Finance.
7. Vasudeva, E–Banking, Common Wealth Publishers, New Delhi.

Additional Readings:

1. Keith Pond, Retail Banking.
2. Singh, K & Dutta V., Commercial Bank Management.
3. Tandon, Deepak & Tandon, Neelam, Management of Banks- Text and Cases, Taxmann Publications Pvt Ltd, New Delhi.

4. Varshney, P.N., Banking VidhievamVyavahar, S.Chand, New Delhi
5. Banking Products and Services by IIBF, Taxman Publication.
6. Digital Banking by IIBF, Taxmann Publication.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 12: FOUNDATION OF AN ACTUARIAL ANALYSIS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Foundation of an Actuarial Analysis DSE-12	**4**	**3**	**1**	**0**	**-**	**-**

Learning Objectives:

The course has been designed to provide an in-depth knowledge of Actuarial Science concepts in the field of banking and insurance. Students are able to know the concepts of probability, principles and models for an actuarial, mortality model and the uses and carrier paths for an actuary.

Learning outcomes:

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

- Learn the basics function of an actuary.
- Understand the basic knowledge of Statistical Methods of testing and drawing inference.
- Comprehend the principles of an actuarial modelling.
- Ascertain the mortality model.

Unit 1: Basics of Actuarial Science **(9 Hours)**

Meaning of an Actuary and Actuarial Science, Functions of the Actuaries, Applications of an Actuarial Science in banking and insurance, Pension Funds; Importance of an Actuarial Science, Career in Actuarial science, who should become an Actuary and How?

Unit 2: Probability and Mathematical Statistics (12 Hours)

Concepts of Probability, Bayes' theorem, Concepts of Random Variable, Probability Distribution, Distribution Function, Expected Value, Variance and Higher Moments, Basic, Discrete and Continuous Distributions, Central Limit Theorem, Statistical Inference and Sampling Distribution, Confidence Intervals for unknown parameters; Test hypotheses, Concepts of Analysis of Variance.

Unit 3: Models (12 Hours)

The Principles of Actuarial Modelling, General Principles of Stochastic Processes, Markov Chain, Markov Process, Concept of Survival Models, Estimation Procedures for Lifetime Distributions, Maximum Likelihood Estimators for the transition intensities in models of transfers between states with piece wise constant transition intensities.

Unit 4: Mortality Model (12 Hours)

Binomial Model of Mortality, Derive a Maximum Likelihood Estimator for the Probability of Death, How to Estimate Transition Intensities depending on age, or using the Census Approximation, How to test Crude Estimates for consistency with a standard table or a set of graduated estimates, the process of Graduation.

Essential Readings:

1. Leung, A. (2021). *Actuarial Principles: Lifetables and Mortality Models*. Academic Press.
2. Dickson, D. C., Hardy, M. R., & Waters, H. R. (2019). *Actuarial mathematics for life contingent risks*. Cambridge University Press.
3. Szabo, F. (2012). *Actuaries' survival guide: how to succeed in one of the most desirable professions*. Academic Press.
4. Agarwal, O. P. (2019). *Actuarial Analysis in Banking and Insurance.* Himalaya Publishing House.
5. Levin, R. I., & Rubin, D. S. (2021). *Statistics for management*. Pearson.

References

1. Glen, N. (2013). *Actuarial Science - An Elementary Manual.* Davies Press.
2. Trowbridge, C. L. (1989). *Fundamental concepts of actuarial science*. Actuarial Education & Research Fund.
3. Macdonald, A. S., Richards, S. J., & Currie, I. D. (2018). *Modelling mortality with actuarial applications*. Cambridge University Press.
4. Stine, R., & Foster, D. (2017). *Statistics for Business: Decision Making and Analysis* (3rd ed.). Pearson.

Note: Latest edition of the readings may be used.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 13: MUTUAL FUNDS AND INVESTMENT BANKING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Mutual Funds and Investment Banking DSE-13	**4**	**3**	**1**	**0**	**-**	-

Learning Objectives:

The objective of this paper is to know the different aspects of Investment banking and financial services such as Issue Management, Leasing, Hire Purchase, Factoring and Forfaiting, Insurance, Credit Rating, Securitization and Venture Capital Financing, Mergers and acquisition and the detailed SEBI guidelines on issue management. The course is being designed to provide basic knowledge about the Growth and Role of Mutual funds, Investors Protection and Regulation of Mutual funds etc.,

Learning outcomes:

- To understand the importance and relevance of Investment Bankers in any Financial System.
- To comprehend the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- The various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.
- Examine the development of Mutual funds, and understanding the extent to which investors are protected.
- Analyse the Mutual fund Regulation, know the recent developments in Mutual fund Industry.

Unit 1: **(12 Hours)**

Introduction to Mutual Fund - The origin, meaning and growth of Mutual funds, Fund Units versus Shares; Types of Mutual fund schemes; The role of Mutual Funds; Organization of the Fund, calculation of the fund – Net Asset Value.

Protection and Market Regulation - Investors Protection and Mutual Fund Regulation:

Investors rights, Facilities available to investors: Selection of a Fund, Advantages of Mutual Funds; Deregulation, Market Imperfection, and Investment Risks, Regulation and Investors Protection in India.

Unit II: **(12 Hours)**

Mutual Funds in India – UTI Schemes, SBI Mutual Fund, Other Mutual Funds, Selection of a Fund.

Mutual Funds Industry in India – its size and Growth, types and growth patterns of Mutual Funds, Reasons for slow Growth, Prospects of Mutual Fund Industry.

Unit III: Introduction to Investment Banking **(12 Hours)**

Introduction - an overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.

Unit IV: Issue Management **(9 Hours)**

Issue Management - Public Issue, classifications of Companies, Issue Pricing, Promoter's Contribution, Minimum Public Offer, Prospectus, Allotment, Preferential Allotment, Private Placement, Book Building Process; Green Shoe Option; Right Issue: subscription, Bought out Deals, Post issue work & obligations, Investor Protection, Broker, Sub-broker and Underwriters.

Essential Readings:

1.Khan, M. Y. (2013). *Indian financial system*. Tata McGraw-Hill Education.

2.Machiraju, H. R. (2010). *Indian financial system*. Vikas Publishing House.

Additional References:

1.Verma, J. C. (1996). *Manual of merchant banking Concepts, practices & procedures with SEBI clarifications, guidelines, rules & regulations.* Delhi: Bharat Law House.

2.Wright, M., Watkins, T., & Ennew, C. (2010). *Marketing financial services*. Routledge.

3.Sriram, K. (1992). Hand Book of Leasing. *Hire Purchase & Factoring, ICFAI, Hyderabad.*

4.Sahadevan, K. G., & Thiripalraju, M. (1997). *Mutual Funds: Data, Interpretation and Analysis*. PHI.

5. Avadhani, V. A. (2013). *Marketing of Financial Services.* Himalayan Books.
6. Gorden, R., & Natarajan, K. (2016). *Financial Markets and Services* (10 ed.). Himalaya Publishing House.
7. Fredman, A. J., & Wiles , R. (2004). *How Mutual Funds Work.* Prentice Hall.
8. Sadhak, H. (2003). *Mutual funds in India*. Response Books.

Note: Latest edition of the readings may be used.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 14: RISK MANAGEMENT OF FINANCIAL INSTITUTIONS

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course	Eligibility criteria	Prerequisite of the

		Lecture	Tutorial	Practical/ Practice		course (if any)
Risk Management of Financial Institutions DSE- 14	**4**	**3**	**1**	**0**	**-**	**-**

Learning Objectives:

This course aims at enabling the students to understand and to contribute to the strategic operational policies and risk management practices of financial institutions in a competitive environment.

Learning outcomes:

By studying this course, the students will be able to:

- Understand the functioning of a financial institution.
- Understand the entire process of operating a bank and other financial institutions with Respects to the rules and regulations prescribed by the regulators.
- Understand the problems faced by the banks like that of NPA or of liquidity challenge etc. and tools and techniques to manage them.

Unit 1: Foundation and Key Concepts (9 hours)

Overview of Risk Management in Banking and Financial Markets, Liquidity & Solvency Risk, Measuring and Management of Operational Risk, CRR & SLR management. Financial Intermediation: Types of Financial Services-Depository Institutions, Finance Companies, Security Firms and Investment Banks, Mutual Funds and Hedge Fund Companies, Insurance Companies. An Overview of the Indian Financial System; Regulation of Banks, NBFCs & FIs, Capital Adequacy: Capital adequacy norms; Basel agreement-I, II&III.

Unit 2: Financial Statement Analysis of Banks (12 hours)

Statement of Financial Sector: Statements of Financial Institutions: Analyzing Bank's Financial Statement: The balance sheet; income statement; Cash Flow Statement; profitability, liquidity and solvency analysis; Sources and Uses of Banks Funds, Performance

Analysis of banks: CAMELS Risk system; Key Performance Indicators; Data Envelopment Analysis, Asset Liability Management: RBI guidelines on asset liability management.

Unit 3: Measuring and Managing Risk Part 1 **(12 hours)**

Institutional Risk Management: Interest Rate Risk: Level and Movement of Interest Rates, Term Structure of Interest Rates, Interest Rate Risk Management: Measurement of Interest Rate Risk; Duration and its kinds; Convexity. Managing Interest Rate Risk: Repricing Gap Model, Duration Gap Model, Cash Flow Matching Model; Convexity Adjustments. Credit Risk: Individual Loan Risk, Return on Loans, Measurement of Credit Risk- Models of Credit Risk Measurement and Pricing, Qualitative and Quantitative Models, Loan Portfolio and Concentration Risk, Moody's Analytics Portfolio Manager Model, Loan Volume–Based Models, Loan Loss Ratio–Based Models, Regulatory Models. NPA & its types, Management of NPA Market Risk; Liquidity Risk, Operational Risk.

Unit 4: Measuring and Managing Risk Part 2 **(12 hours)**

Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window. Market risk; Banking Book and Trading Book, The Risk metrics Model, The Historic (Back Simulation) Model, The Monte Carlo Simulation Approach, Regulatory Models: The Bis Standardized Framework, Off- Balance Sheet Risk: Off-Balance-Sheet Activities, Returns and Risk of Off-Balance-Sheet Activities; Technology and Other Operational Risk, Securitization.

Essential/recommended readings

1. Saunders & Cornett (2019) "Financial Institutions Management – A risk management approach" Tata McGraw Hill.
2. Justine Paul & Padmalatha Suresh (2014) "Management of Banking and Financial Services" Pearson.

Suggestive readings

1. Resti & Sironi (2007) "Risk management and shareholders" value in banking" John Wiley.

2. Jennifer Romero- Torres, Sameer Bhatia, Asian Development Bank, Sudip Sural (2017) "Securitization in India", Asian Development Bank

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

DSE – 15
Research Methodology

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Research Methodology	4	3	0	1	Class XII	NIL

Learning Objectives:

1. To understand some basic concepts of research and its methodologies

2. To develop skills in qualitative and quantitative data analysis and presentation.

Learning Outcomes:

1. *Demonstrate the ability to choose methods appropriate to research aims and objectives. Understand the limitations of particular research methods.*
2. *Develop skills in qualitative and quantitative data analysis and presentation.*
3. *Develop advanced critical thinking skills*

UNIT-I **(7 Hours)**

Introduction: Introduction to Research and Problem Definition Meaning, Objective and importance of research, Types of research, steps involved in research, defining research problem

UNIT-II **(8 Hours)**

Research Design: Research design, Methods of research design, research process and steps involved, Literature Survey

UNIT-III **(15 Hours)**

Data Collection & Classification of Data: Methods of Data Collection, Sampling, Sampling techniques procedure and methods, Ethical considerations in research

UNIT-IV **(15 Hours)**

Data Analysis: Statistical techniques and choosing an appropriate statistical technique, Hypothesis, Hypothesis testing, Data processing software, statistical inference, Interpretation of results

UNIT-V **(15 Hours)**

Technical Writing and reporting of research: Types of research report, research paper, review article, short communication, conference presentation etc., Referencing and referencing styles, Research Journals, Indexing and citation of Journals, Intellectual property, Plagiarism check.

References:

1. *C. R. Kothari, Gaurav Garg, Research Methodology Methods and Techniques , New Age International publishers, Third Edition.*
2. *Ranjit Kumar, Research Methodology: A Step-by-Step Guide for Beginners, 2nd Edition, SAGE, 2005*

3. Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition

4. Creswell, John W. Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications, 2013

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

DSE – 16

Project Appraisal and Financing

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Project Appraisal and Financing DSE- 16	4	3	1	0	-	-

Learning Objectives:

To provide an understanding to the students about identification of a project, feasibility analysis, alternative project appraisal techniques, Project financing.

Learning Outcomes:

On successful completion of this course, the students will be able to:

- Apply various methods of project Appraisal.
- Use Capital Budgeting techniques for financial evaluation and selection of Projects.
- Understand the concept and application of Social Cost and Benefit Analysis.
- Carry out Risk Analysis for business projects and identify alternative sources of financing.
- Apply appraisal techniques for evaluating live projects.

Unit 1: Introduction to Projects and their Appraisal (9 hours)

Project Definition, Project Identification, Project Life Cycle, Project Stakeholder Analysis, Feasibility study and types. Project selection process, Types of Project Appraisal (Brief Overview): Market and Demand Analysis, Technical Appraisal, Financial Appraisal, Economic Appraisal, Managerial Appraisal, and Social Appraisal.

Unit 2: Financial and Social Appraisal (12 hours)

Project Cost and its components, Investment Evaluation Methods (Non-Discounting and Discounting Methods): Payback Period, Accounting Rate of Return, Discounted Payback Period, Net Present Value, Profitability Index, Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR). Suitability of Methods to different Projects, Investment Evaluation in Practice. Social Appraisal: Rationale for Social Cost Benefit Analysis, Approaches of SCBA (UNIDO and Little-Mirrlees Approach), Environment Impact Assessment (EIA) and Social Impact Assessment (SIA) of Projects. Relevant Case Studies.

Unit 3: Project Risk Analysis (12 hours)

Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree Analysis, Project Selection under Risk – Judgmental Evaluation, Payback Period, Risk Adjusted Discount Rate Method, Certainty Equivalent Method, Strategies for Risk Management.

Unit 4: Project Financing (12 hours)

Capital Structure; Choices of Financing; Sources of Financing – Internal Accruals, Equity Capital, Preference Capital, Debentures (or Bonds), Term Loans, Venture Capital, Private Equity, Venture Capital Vs. Private Equity, Loan Syndication, Consortium Financing, Public Private Partnership (PPP), Securitization, Crowd Funding; Raising Capital from International Markets: Foreign Issue, Foreign Direct Investment (FDI), External Commercial Borrowings (ECB).

Essential Readings:

1. Chandra, Prasanna: Projects – Planning, Analysis, Selection, Financing, Implementation, and Review. 2019 Edition. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. Taxman Publications.

Additional Readings:

1. Goodpasture, C. John: Quantitative Methods in Project Management. J. Ross Publishing.

2. Prasanna Chandra: Financial Management: Theory and Practice, McGraw Hill Publishing.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 17: FINANCIAL TECHNOLOGIES

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Financial Technologies DSE- 17	**4**	**3**	**1**	**0**	**-**	**-**

Learning Objectives:

The goal of the course is to get the students acquainted with the dynamic changes in the financial sector generated by the Internet revolution.

Learning outcomes:

By studying this course, the students will be able to:

- Understanding of the nature of the internet revolution in finance.
- Knowledge of key digital technologies and products, and state reaction to the digital revolution.
- Knowledge of FinTech, big data analytics, and new financial business models.

Unit 1: Digital Transformation of Finance (9 hours)

Introduction: A Brief History of Financial Innovation, Digitization of Financial Services, Introduction to FinTech & Funds, FinTech Transformation, FinTech Typology, Collaboration between Financial Institutions and Start-ups. Introduction to Regulation and future of Regulatory Technology.

Crowdfunding: Definition, Types and functioning of crowdfunding markets, Difference between traditional funding models and crowdfunding markets, Informational problems in the crowdfunding model.

Unit 2: Payment Systems **(12 hours)**

Digitalization of the payment system, The historical evolution of the payment system, Attributes of a well-functioning payment system, Bank as guarantors of the payment system. New entrants and new payment models: risks for the banking system. FinTech applications in Banking & Non-Banking Financial Companies (NBFCs); Insurance; Payments; Lending; Audit; and Compliance. Electronic Clearing Service (ECS), Real Time Gross Settlement (RTGS), National Electronic Funds Transfer (NEFT), Immediate Payment Service (IMPS), Unified Payments Interface (UPI), Growth of Digital Payments in India, RBI guidelines on Digital Payments.

Unit 3: Crypto Assets and Blockchains **(12 hours)**

Introduction to Crypto: Crypto an asset for trade and Crypto-currency, Problems with issuers credibility, Fin Tech & Securities Trading; Crypto currencies and its future as currency, blockchain as a registration mechanism, functioning of the block chain system. The integration of digital currency and blockchain and issuers incentive problems;

Property Technology (Proptech): FinTech of Real Estate; Possible alternative uses of blockchain technology in the economy and difficulties in its implementation. Use of bitcoin in money laundering. The regulatory debate. Introduction of Central Bank Digital Currency (CBDC). Other Emerging Financial Technologies: Internet of things (IOT) & AR/VR applications.

Unit 4: FinTech, Big Data Analytics and New Financial Business Models **(12 hours)**

The use of data in traditional credit decisions, the combination of big data and machine learning to improve financing decisions. Smart accounts, customized financial products, risk management and fraud prevention. High frequency trading: opportunities and risks. Digital security, Challenge of confidentiality, integrity and availability. Digital securities as systemic risk in economy. Regulations on cybersecurity. Latest developments in field of Digital Finance.

Essential/recommended readings:

1. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2019). Disrupting finance: FinTech and strategy in the 21st century (p. 175). Springer Nature.
2. Beaumont, P. H. (2019) "Digital Finance: Big Data, Start-ups, and the Future of Financial Services", Routledge.

Suggestive readings:

1. Relevant RBI Guidelines on Payment Systems and Digital Payments.
2. Phadke, S. (2020) "FinTech Future: The Digital DNA of Finance" Sage Publications.

DISCIPLINE SPECIFIC ELECTIVE COURSE – 18: Mutual Funds Management

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Mutual Funds Management DSE-18	4	3	1	0	-	-

Learning Objectives

This course has been designed to furnish students on the management and functioning of Mutual Funds. Besides providing an understanding about the risks & returns with respect to investing in the Mutual Funds and taking due care of the various concerned regulations.

Learning outcomes

After completing this course, students shall be able to:

- To get acquainted with the conceptual knowledge and underlying operations of the Mutual Funds.
- To comprehend various evaluations methods of Mutual Funds.
- To gain understanding on the regulatory and legal structure of the Mutual Funds.

Unit 1: Introduction to Mutual Funds (12 Hours) Introduction to Mutual Funds – Concept, Structure; Role of mutual funds in capital market development;

Merits & Demerits of Investing in the Mutual Funds; Working of Mutual Funds; Different ways to Invest in Mutual Funds; Procedure to Invest in Mutual Funds; Types of Mutual Funds; Factors influencing the choice of Mutual Funds; Ethical perspective related to Mutual Funds; Socially responsible mutual funds.

Unit 2: Legal and Regulatory Framework of Mutual Funds (12Hours)

Structure and legal environment of Mutual Funds in India; Vital constituents of Mutual Funds; Framework of Asset Management Company (AMC); Role of service providers; AMC's process of due diligence in case of distributors of Mutual Funds; Investors' Grievance Redressal Mechanism; Role of Association of Mutual Funds in India (AMFI); Code of Ethics of AMFI's; Code of Conduct of AMFI's for intermediaries; Function of regulatory agencies for Mutual Funds (SEBI & RBI).

Unit 3: Evaluation of Mutual Funds (12 hours)

Measures (along with its calculation) of returns and risk in mutual funds schemes; Constraints related to performance measurement; Net Asset Value (NAV) – concept, computation, factors impacting NAV; Taxation of Mutual Funds (securities transaction tax, capital gain tax, tax rebate).

Unit 4 Selection criteria of Mutual Fund (9 hours)

Mutual Fund Ranking and Rating – Its importance and requirement, Causes of Ratings, Interpretating the Mutual Fund's rating by CRISIL, ICRA; Different parameters used in selection (Stability, Size, Objectives of the underlying schemes, performance, etc.); Sources of information for tracing performances of the mutual fund schemes.

Essential Readings:

1. Sadhak, H. (2003). *Mutual funds in India*. Response Books.
2. Sankaran, S. (2018). *Indian mutual funds handbook: A guide for industry professionals and intelligent investors*. Vision Books.
3. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset.* Wiley.
4. Sankaran, S. (2019). Indian Mutual Fund, Handbook. *A Guide for Industry Professionals and Intelligent Investors (2nd Edition) and (3rd Revised Edition)*, 41.

5. Gupta, A. (2002). Mutual Funds in India-A study of Investment Management, Anmol Publication Pvt. *Ltd. New Delhi*.

Additional Resources:

1. Gupta, A. (2002). Mutual Funds in India-A study of Investment Management, Anmol Publication Pvt. *Ltd. New Delhi*.

2. Chandra, P. (2000). Investment Analysis and Portfolio. *Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi*.

3. Fischer, D. E., & Jordan, R. J. (1996). *Security analysis and portfolio management*. Prentice Hall.

Note: Latest edition of readings may be used

DISCIPLINE SPECIFIC ELECTIVE COURSE – 19: FINANCIAL AND COMMODITY DERIVATIVES

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Financial and Commodity Derivatives DSE-19	**4**	**3**	**1**	**0**	**-**	-

Learning Objectives:

To equip students with the principles and techniques of Derivatives and Risk Management through Stock Market.

Learning outcomes:

After completing the course, the student shall be able to:

- Understand the derivatives in detail such as forward, futures, options, trading strategies etc.
- Manage the Risk using forward, futures, options.
- Learn the option pricing models and payoffs.

Unit 1: Introduction to Derivatives (12 Hours)

Introduction - Definition of Risk, Managing Risk, Type of Risks; Introduction of Spot Market; Meaning, history and origin of derivatives in India; Convergence of Spot and Futures; Participants of Derivatives Market; Valuation of Forwards and Futures; Contango and Backwardation; Hedging: Long security-sell futures, Speculation: With and without derivative market, Arbitrage:
Buy spot-sell futures & sell spot-buy futures.

Unit 2: Risk Management with Currency Market & Commodity Market (12 hours)

Currency futures - meaning and valuation, Quotations- direct, indirect; Calculation of bid & ask in cross currency pair; Hedging with futures: Concept of basis & impact of change in basis on payment/receivables; Hedging with forwards: Early delivery, early cancelation, early extension, maturity cancelation and maturity extension; Commodity futures: meaning and valuation; Valuation of commodity futures; Managing risk with commodity futures.

Unit 3: Options and Trading Strategies (12 Hours)

Options – Meaning, call and put of European options and their payoffs; Calculation of P/L in Option Trade; Factors affecting option prices; Upper bound as well as lower bound of call and put option with & without dividend; Put – call parity theorem; Spreads (Bull, Bear, Box, Butterfly, Calendar Spread), combinations (Straddle, Strangle, Strip, Straps).

Unit 4: Option Valuation & Managing Risk with Option (9 Hours)

Binomial model - One period, two period and multiple period; Black-Scholes option model (for stock and currency both) with and without dividend; Managing delta, Delta zero portfolio, Managing gamma, Delta zero & Gamma zero portfolio.

Essential Readings:

1. Sundaram, R. K., & Das, S. R. (2011). *Derivatives: principles and practice*. New York, NY: McGraw-Hill Irwin.
2. Redhead, K. (1997). *Financial derivatives: an introduction to futures, forwards, options and swaps*. Prentice Hall.
3. Hull, J. C. (2003). *Options futures and other derivatives*. Pearson Education India.

Additional Resources:

1. Franke, J., Hardle, W. K., & Hafner, C. M. (2015). *Statistics of Financial Markets An Introduction.* Springer.
2. Ranganatham, M., & Madhumathi, R. (2011). *Derivatives and Risk Management*. Pearson India.

Note: Latest edition of readings may be used

DISCIPLINE SPECIFIC ELECTIVE COURSE – 20: MICRO FINANCE AND RURAL BANKING

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Micro Finance and Rural Banking DSE-20	4	3	1	0	-	-

Learning Objectives:

The course aims at imparting basic knowledge about microfinance and rural banking sector in India. Through this paper, students would be acquainted with financing options available for the unbanked and rural sector.

Learning Outcomes:

After completing the course, the student shall be able to:

- Understand the rural sector in India and its need for financing.
- Learn about microfinance and rural banking system in India.
- Understand the basic functions and regulation of rural banks.
- Determine operational challenges faced by MFIs and rural banks.

Unit1: Rural Economy and Development **(12 hours)**

Size and Structure of the Rural Economy, Characteristics of the Rural Sector - Agricultural and Allied Sectors, Non-Farm Sector - Rural Industrialization and Entrepreneurship. Rural infrastructure: Markets, Transport, Power and other services. Agricultural and non-agricultural sector. Structure and characteristics of Indian agriculture, agriculture-industry linkages, Resources and technical changes in agriculture, Role of agriculture in economic development, emerging issues in Indian Agriculture. Government policies and programs for rural development.

Unit 2: Microfinance and Self Help Groups for rural development (12 hours)

Microfinance: Concept, need and importance. Evolution of microfinance in India. Microfinance Institutions (MFIs). Roles and contribution of microfinance in rural development. Self Help Groups (SHGs) – meaning, characteristics. Cases of SHGs in India. Role of SHGs in rural development. Organizational structures of MFIs. Innovative and creative microfinance models. Microfinance Products and services, Training & Technical assistance in relation to microfinance. Revenue Models of Microfinance: Profitability, Efficiency and Productivity.

Unit 3: Financing through rural banking (12 hours)

Rural Finance: Rural credit and indebtedness; Institutional supports - NABARD, SIDBI, Nationalized Commercial Banks, Regional Rural Banks (RRBs), Cooperatives and Land Development Banks; their functions: Credit Function, Development function, Regulatory function. Function and regulatory policies of RBI in Rural Banking. Role of ICT in rural banking. Financial inclusion and growth through rural banking. Financing agricultural and Non-agricultural (nonfarm) sector. Non-agricultural sector: Micro, Small and Medium Enterprises (MSMEs). MSMED Act, 2020. Role of government institutions in promotion and development of MSMEs.

Unit 4: Challenges in rural banking development (9 hours) Commercialization, Credit application and delivery methodologies. Loan approval/ loan documentation/ loan disbursement/ loan collection and recovery. Expansion of branches, debit mobilization, urban orientation of staff, procedural rigidity, improving credibility of rural and regional banks.

Suggested Readings:

1. Dutta, S. K., & Ghosh, D. K. (2006). Institutions for Development: The case of Panchayats. New Delhi: Mittal Publications.
2. Hussain, T., Tahir, M., & Tahir, R. (2017). Fundamentals of Rural Development. New Delhi: I. K. International Publishing House Pvt. Ltd.
3. Sahu, B. K. (2003). Rural Development in India. New Delhi: Anmol Publications Pvt. Ltd.
4. Samanta, R. K. (2000). New Vista in Rural Development Strategies & Approaches. Delhi: B.R. Publishing Corporation.
5. Singh, K. (2008). Rural Development - Principles, Policies, and Management. New Delhi:

Sage Texts.

DISCIPLINE SPECIFIC ELECTIVE COURSE-21: INTERNATIONAL BANKING AND FINANCE

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
International Banking and Finance DSE- 21	4	3	1	0	-	-

Learning Objectives:

To provide an understanding of the essential elements of the international banking and financial environment in which the multinational firm operates.

Learning outcomes:

By studying this course, the students will be able to:

- Understand basic concepts of fundamentals of international finance.
- Have overview of international financial markets.
- Know Foreign Exchange Market and Foreign Exchange Management in India.
- Learn management of risk in international market and international banking operations.

Unit1: Fundamentals of International Finance (9 hours)

Introduction of International Finance, unique dimension of international finance, International Flow of Funds: Balance of Payment, Components, Deficit in Balance of Payment, Factors Affecting International Trade Flows.

Exchange Rate Determination: Measuring Exchange Rate Movements, Exchange Rate Equilibrium, Factors That Influence Exchange Rates.

Fundamental International Parity Condition: Purchasing Power Parity, Interest Parity. **International Monetary System:** Gold Standard, Bretton Woods System, Fixed Exchange Rate System, Floating Exchange Rate System, Current Exchange Rate Systems in practices.

Unit 2: International Financial Markets (12 hours)

International Capital Flows: FDI, FPI, FII. International Money Market, International Credit Market, International Bond Market: Eurobond Market, Development of Other Bond Markets, Risk of International Bonds, Concepts of Foreign Currency Convertible and Foreign Currency Exchangeable Bonds, Participatory Notes. International Equity Markets, Concept of Depository Receipts, GDR, Characteristics, Mechanism of Issue, Participants Involved, ADR, Types and Characteristics, Concept of IDR.

Unit 3: Foreign Exchange Markets and Managing Risk (12 hours)

Introduction, Spot Market, Forward Market, Future Market, Option Market, Foreign Exchange Management in India, Retail and Whole Sale Component of Indian Foreign Exchange Market, Role of FEDAI, FEMA and Regulatory Framework, Dealing Room Operations. Foreign Exchange Arithmetic, Exchange Rate Quotations, Direct, Indirect and Cross rate, Percentage Spread, Arbitrage, Geographical, Triangular and Interest Rate (formula method only), Calculation of Forward Rates using Schedule of Swap Points, Authority of Financial Markets (AFM)

Risk Management: Measuring and Managing Transaction, Translation and Economic Exposure, Transaction, Position, Settlement, Pre-settlement, Gap/Mismatch Risk faced by Banks, Internal and External Hedging, Country Risk Management.

Unit 4: International Banking Operations (12 hours)

International Banking Operations: Introduction, Definition, Overview International Bank Activities, Features of International Banking, Reasons for Growth of International Banking, Functions of International Banking, Correspondent Banking, International Payment Systems, NRI accounts, Export Finance, Import Finance, International Merchant Banking, Financing Project Exports, Derivative Offering, Remittances, Compliance related- Interbank Functions, Internal Functions, Letter of Credit and Bank Guarantees.

International Lending Operation, Loan Syndication, Parties Involved, Phases /Stages in Loan Syndication, Types of Syndication, Role of LIBOR, Risk in International Lending, Role of International Credit Rating Agencies.

Recent Trends in International Banking: Emergence of Crypto currency - Overview, Brief Overview of Bitcoin and other Crypto Currencies, Note on Mining and Crypto Currency Exchanges, Advantages, Disadvantages of Crypto Currency.

Essential/recommended readings:

1. Madura, Jeff (2020) “International Financial Management”, Cengage Learning
2. Shapiro, Alan C (2013) “Multinational Financial Management”, Wiley

Suggestive readings:

1. Federal Deposit Insurance Corporation: https://www.fdic.gov/regulations/safety/manual/section11-1.pdf