

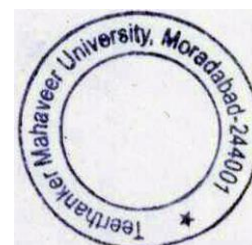
Study & Evaluation Scheme

of

Master of Business Administration (Specialization in Hospital Management)

[Applicable from Academic Session - 2020-21 till revised]

[As per CBCS guidelines given by UGC]



TEERTHANKER MAHAVEER UNIVERSITY
N.H.-24, Delhi Road, Moradabad, Uttar Pradesh-244001 Website:
www.tmu.ac.in



TEERTHANKER MAHAVEER UNIVERSITY
(Established under Govt. of U.P. Act No. 30, 2008)
Delhi Road, Bagarpur, Moradabad (U.P.)

| <u>Study & Evaluation Scheme</u> | |
|---|---|
| <u>SUMMARY</u> | |
| Institute Name | Teerthanker Mahaveer Institute of Management & Technology (TMIMT), Delhi Road, Moradabad |
| Programme | MBA (Hospital Management) |
| Duration | Two Years full time(Four Semesters) |
| Medium | English |
| Minimum Required Attendance | 75% |
| <u>Credits</u> | |
| Maximum Credits | 108 |
| Minimum Credits Required for Degree | 102 |
| Maximum duration for completion of program | N +2 years (N refers to number of years of the program) |
| Eligibility for the program | Graduation in any stream from UGC recognized University with minimum 50% aggregate marks. |

| Assessment: | | | | | |
|---|---|--------------|---------------|---------------------------|-------|
| Evaluation | | | Internal | External | Total |
| Theory | | | 40 | 60 | 100 |
| Practical/ Dissertations/ Project Reports/ Viva-Voce | | | 50 | 50 | 100 |
| Class Test-1 | Class Test-2 | Class Test-3 | Assignment(s) | Attendance& Participation | Total |
| Best two out of three | | | | | |
| 10 | 10 | 10 | 10 | 10 | 40 |
| Duration of Examination | | | External | Internal | |
| | | | 6 Hours | 1.5 Hours | |
| To qualify the course a student is required to secure a minimum of 45% marks in aggregate including the semester end examination and teachers continuous evaluation.(i.e. both internal and external).A candidate who secures less than 45% of marks in a course shall be deemed to have failed in that course. The student should have at least 45% marks in aggregate to qualify the program. | | | | | |
| Question Paper Structure | | | | | |
| 1 | The question paper shall consist of six questions. Out of which first question shall be of short answer type (approximately 50 words) and will be compulsory. Question no. 2 to 6 (from Unit-I to V) shall have explanatory answers (approximately 350 to 400 words) along with having an internal choice within each unit. | | | | |
| 2 | Question No. 1 shall contain 8 parts from all units of the syllabus with at least one question from each unit and students shall have to answer any five, each part will carry 2 marks | | | | |
| 3 | The remaining five questions shall have internal choice from each unit; each question will carry 10 marks. | | | | |
| IMPORTANT NOTES: | | | | | |
| 1 | The purpose of examination will be to assess the Course Outcomes (CO) that will ultimately | | | | |

| | |
|---|---|
| | <i>lead to assessment of attainment of Programme Outcomes (PO). A question paper must assess the following aspects of learning: Remembering, Understanding, Applying, Analyzing, and Evaluating & Creating (reference to Bloom's Taxonomy).</i> |
| 2 | <i>Case Study is essential in every question paper (wherever it is being taught as a part of pedagogy) for evaluating higher-order learning. All the courses might not have case teaching method used as pedagogy</i> |
| 3 | <i>There shall be continuous evaluation of the student and there will be a provision of fortnight progress report</i> |

Program Structure-MBA (Hospital Management)

A. Introduction

High-quality management education is essential for the digital age and using technology is powerful way to enhance changing requirements of the hospital, corporate, business enterprises and society. MBA (HM) students should be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness is the central focus of MBA (HM) curriculum. The curriculum is designed as such the students can gain an in-depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of hospital business enterprises and the health care industry.

The institute emphasis on the following courses ***balanced with core and elective courses***: The curriculum of MBA (HM) program emphasizes an intensive, flexible management education with total 108 credits.

The programme structure and credits for MBA (HM) are finalized based on the stakeholders' requirements and general structure of the programme. Minimum number of classroom contact teaching credits for the MBA program will be 81 credits (one credit equals 10 hours); 6 credits for comprehensive viva-voce and fieldwork/internship will be of 21 credits. However, the minimum number of the credits for award of MBA degree will be 102 credits. Out of 81 credits of classroom contact teaching, 27 credits are to be allotted for core courses (CC), 6 credits are allotted to ability enhancement courses (AECC), 6 credits are allotted to skill enhancement courses (SEC), 12 credits are allotted to open/generic elective courses (GEC), and rest of 30 credits for discipline specific elective courses (DSEC).

The institute offers MBA in Hospital Management specialization. Due to dynamism in hospital and health care business environment and manifold expansion of health care sector in the present scenario, this sector requires candidates with strong multitasking abilities. There is a massive demand for candidates who can fit into diversified roles with adequate efficiency, and an MBA (HM) degree solves this demand-supply gap.

Course handouts for students will be provided in every course. A course handout is a thorough teaching plan of a faculty taking up a course. It is a blueprint which will guide the students about the pedagogical tools being used at different stages of the syllabus coverage and more specifically the topic-wise complete plan of discourse, that is, how the faculty members treat each and every topic from the syllabus and what they want the student to do, as an extra effort, for creating an effective learning. It may be a case study, a role-play, a classroom exercise, an assignment- home or field, or anything else which is relevant and which can enhance their learning about that particular concept or topic. Most relevant topics will have this kind of method in course handout.

| MBA (Hospital Management) : Two-Year (4-Semester) CBCS Programme | | | |
|---|--|--|---------------|
| Basic Structure: Distribution of Courses | | | |
| S.no | Type of Course | Credit Hours | Total Credits |
| 1 | Core Course (CC) | 9 Courses of 3Hrs. / week/ course (Total Hrs. 33/ week / course) | 27 |
| 2 | Ability-Enhancement Compulsory Course (AECC) | 3 Courses of 2 Hrs. / week / course (Total Hrs. 6/ week / course) | 6 |
| 3 | Skill-Enhancement Elective Course (SEC) | 2 Courses of 3 Hrs. / week / course (Total Hrs. 6/ week / course) | 6 |
| 4 | Open/Generic Elective Course (GEC) | 4 Courses of 3 Hrs. / week / course (Total Hrs. 6/ week / course) | 12 |
| 5 | Program/Discipline Specific Elective Course (DSEC) | 10 Courses of 3 Hrs. / week / course (Total Hrs. 6/ week / course) | 30 |
| 6 | Value Added Audit Course (VAAC) | 4 Courses of 0 Hrs. / week / course (Total Hrs. 6/ week / course) | 0 |
| 7 | Comprehensive Viva- Voce | 1 Course of 6 Hrs. / week / course (Total Hrs. 6/ week / course) | 6 |
| 8 | Viva –Voce for Summer Internship Report Evaluation, Report on Hospital Practices Evaluation and Dissertation Report Evaluation | 1 Course of 6 Hrs. / week / course (Total Hrs. 6/ week / course) | 6 |
| | | 2 Courses of 3 Hrs. / week / course (Total Hrs. 6/ week / course) | 6 |
| | | 1 Course of 9Hrs. / week / course (Total Hrs. 6/ week / course) | 9 |
| Total Credits | | | 108 |

Contact hours include work related to Lecture, Tutorial and Practical (LTP), where our institution will have flexibility to decide course wise requirements.

B. Choice Based Credit System (CBCS)

Choice Based Credit System (CBCS) is a versatile and flexible option for each student to achieve his target number of credits as specified by the UGC and adopted by our University.

The following is the course module designed for the MBA (HM) program:

- **Core Course (CC):** Core courses of MBA (HM) program will provide a holistic approach to management education, giving students an overview of the field, a basis to build and specialize

upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge can be studied further in depth during the elective phase.

The core courses will provide more practical-based knowledge, case-based lessons and collaborative learning models. It will train the students to analyse, decide, and lead-rather than merely know-while creating a common student experience that can foster deep understanding, develop decision-making ability and contribute to the business and community at large.

A wide range of core courses provides groundwork in the basic hospital management disciplines: accounting, marketing, responsible business, finance, organizational behavior and human resources, statistics, strategy etc.

The integrated foundation is important for students because it will not only allow them to build upon existing skills, but they can also explore career options in health care industry, and expand their understanding of various associated business areas.

We offer core courses in semester I, II & III during the MBA (HM) program. There will be 3 credits for each core course offered.

- **Ability Enhancement Compulsory Course (AECC):** As per the guidelines of Choice Based Credit System (CBCS) for all Universities, including the private Universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and other related courses where they might find it difficult to communicate at a higher level in their prospective job at a later stage due to lack of practice and exposure in the language, etc. Students are motivated to learn the theories, fundamentals and tools of communication which can help them develop and sustain in the corporate environment and culture. We offer three AECCs to choose from a list- one in Semester I & one in Semester II of the program. Each AECC will be of 2 credits.
- **Skill Enhancement Course:** This course may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. We offer two SECs- one each in I Semester & II Semester. One SEC will carry 3 credits each.
- **Generic Elective Course (GEC):** Generic Elective is an interdisciplinary additional subject that is compulsory in the first and second semester of a program. The score of Generic Elective is counted in your overall aggregate marks under Choice Based Credit System (CBCS). Each Generic Elective paper will be of 3 Credits and students will have the choice of taking 4 GE's: 2 each in Semester I & II. Core / Discipline Specific Electives will not be offered as Generic Electives.
- **Value Added Course (VAC):** A value added course is a non-credit audit course which is basically meant to enhance general ability of students in areas like soft skills, quantitative aptitude and reasoning ability - required for the overall development of a student and at the same time crucial for industry/corporate demands and requirements. The student possessing these skills will definitely develop acumen to perform well during the recruitment process of any premier organization and will have the desired confidence to face the interview. Moreover, these skills are also essential in day-to-day life of the corporate world. The aim is to nurture every student for making effective communication, developing aptitude and a general reasoning ability for a better performance, as desired in corporate world. There shall be one course each in Semester I & Semester II and will carry no credit, however, it will be compulsory for every student to pass these courses with minimum 45% marks to be eligible for certificates. Marks/ Credits will not be included in the calculation of CGPI.
- **Discipline Specific Elective Course (DSEC):** The discipline specific elective course is chosen to make students specialist or having specialized knowledge of a specific domain i.e. Hospital Management. It will be covered in two semesters (III & IV) of second year of the program. Each student will have to choose **Six** and **Four** discipline specific elective courses (DSECs) in IIIrd and IVth Semester respectively from the options available. Each DSEC will carry 3 credits.

C. Programme Specific Outcomes (PSOs): The learning and abilities or skills that a student would have developed by the end of two-year **MBA (HM) program** are:

The overall aim is to develop a deeper understanding of the interdisciplinary nature of hospital management & administration, provide basic insights into functions of various departments and develop skills and competencies for effective hospital management. At the end of the MBA (HM) programme the students will be able to –

| Programme Specific Outcomes (PSOs) | |
|---|--|
| PSO – 1 | Understanding management concepts, techniques & tools related to the health care operations/functions. |
| PSO – 2 | Understanding the need and importance of cost effective sustainable healthcare through demand generation and enhanced quality care. |
| PSO – 3 | Understanding planning techniques & developing future plans in the different functional areas of hospital management and execute the plan. |
| PSO – 4 | Applying inter-linkages among functional areas of a hospital and develop cross-functional skills. |
| PSO – 5 | Analyzing & promoting patient centered care with a continuous quality improvement ensuring smooth functioning of core process by forecasting, streamlining patient flow, staff scheduling, planning space/ facilities/ supplies, maintenance, etc. |
| PSO – 6 | Assessing the modern planning techniques for better hospital management. |
| PSO – 7 | Implementing National health policies & missions and developing and executing community health programs associated with Hospitals. |
| PSO – 8 | Formulating & executing strategy at functional (Marketing, Human resource, Finance and International Business) & hospital business level. |

D. Pedagogy & Unique practices adopted: “Pedagogy is the method and practice of teaching, especially for teaching an academic subject or theoretical concept”. In addition to conventional time-tested lecture method, the institute will **emphasize on experiential learning**.

- 1. Bridge Courses:** At the start of the MBA program, college will organize Orientation Program for the enrolled students. Along with the Orientation Program i.e. before commencement of the First semester, students (on the basis of student’s previous studies and background) will undergo Bridge Courses in Accounting & Statistics. The Course on Accounting serves the purpose of securing a footing for students with a non-accounting background and introduces them to the basic building blocks of accounting. The course on Statistics is designed to prepare students for high-level performance in different courses requiring Quantitative Applications and analytical skills.
- 2. Experiential Learning:** Student will be imparted education with an objective of learning through experiences with the help of tools viz. Cases, Role Play – Simulation, Video Based Learning (VBL) & Learning through Movies (LTM), Field/Live Projects, Industrial Visits, Special Guest Lectures (SGL) & Extra & Student Development Programs (SDP).

3. **Case Based Learning:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is used as a critical learning tool for effective learning and we encourage it to the fullest. We make it compulsory to teach at least one case study in each unit of every course in MBA program.
4. **Role Play & Simulation:** Role-play and simulation are forms of experiential learning. Learners take on different roles, assuming a profile of a character or personality, and interact and participate in diverse and complex learning settings. Role-play and simulation function as learning tools for teams and groups or individuals as they "play" online or face-to-face. They alter the power ratios in teaching and learning relationships between students and educators, as students learn through their explorations and the viewpoints of the character or personality they are articulating in the environment. This student-centered space can enable learner-oriented assessment, where the design of the task is created for active student learning. Therefore, role-play & simulation exercises such as virtual share trading, marketing simulation etc. are being promoted for the practical-based experiential learning of our students.
5. **Video Based Learning (VBL) & Learning through Movies (LTM):** These days technology has taken a front seat and classrooms are well equipped with equipment and gadgets. Video-based learning has become an indispensable part of learning. Similarly, students can learn various concepts through movies. In fact, many teachers give examples from movies during their discourses. Making students learn few important theoretical concepts through VBL & LTM is a good idea and method. The learning becomes really interesting and easy as videos add life to concepts and make the learning engaging and effective. Therefore, our institute is promoting VBL & LTM, wherever possible.
6. **Field/Live Projects:** The students, who take up experiential projects in companies, where senior executives with a stake in teaching guide them, drive the learning. All students are encouraged to do some live project other their regular classes.
7. **Industrial Visits:** Industrial visit are essential to give students hand-on exposure and experience of how things and processes work in industries. Our institute organizes such visits to enhance students' exposure to practical learning and work out for a report of such a visit relating to their specific topic, course or even domain.
8. **MOOCS:** Students may earn credits by passing MOOCS as decided by the college from time to time.
9. **Special Guest Lectures (SGL) & Extra:** Some topics/concepts need extra attention and efforts as they either may be high in difficulty level or requires experts from specific industry/domain to make things/concepts clear for a better understanding from the perspective of the industry. Hence, to cater to the present needs of industry we organize such lectures, as part of lecture-series and invite prominent personalities from academia and industry from time to time to deliver their vital inputs and insights.
10. **Student Development Programs (SDP):** Harnessing and developing the right talent for the right industry an overall development of a student is required. Apart from the curriculum teaching various student development programs (training programs) relating to soft skills, interview skills, SAP, Advanced excel training etc. that may be required as per the need of the student and industry trends, are conducted across the whole program. Participation in such programs is solicited through volunteering and consensus.
11. **Industry Focused programmes:** Establishing collaborations with various industry partners to deliver the programme on sharing basis. The specific courses are to be delivered by industry experts to provide practice based insight to the students.
12. **Special Assistance Programme for slow learners & fast learners:** write the note how would you identify slow learners, develop the mechanism to correcting knowledge gap. Terms of advance topics what learning challenging, it will be provided to the fast learners.

13. Orientation Program: Student orientation programme plays an important role in a student's transition to a university life. Orientation programmes are aimed at familiarizing the students to an unknown campus environment, its faculties and infrastructure. It enables them to make essential connection with studies and develop network among other peers.

- The orientation program would be of approximately 2 weeks. The main purpose of the orientation program is to make the students aware of institute policy rules and assets so that students would feel comfortable when they join that college.
- Various topics would be covered in the orientation program like:
 - ✓ Bridge Courses: Accounting & Statistics.
 - ✓ Introducing students to their college life.
 - ✓ Incorporating them in the university environment.
 - ✓ Giving the opportunity to the university members and faculties to get connected to the new batch.
 - ✓ Awareness of linkages among Society, Environment, Education & Development.
 - ✓ Philosophy of Education, Indian Education System and Pedagogy.
 - ✓ Background for enriching Subject Knowledge.
 - ✓ Personality Development and Management.
 - ✓ Information Technology and Computer Awareness.

14. Mentoring Scheme: Mentoring schemes aim to provide a forum in which students can talk about common issues such as their career development, share their experiences and discuss challenges they are facing, their problems related with college or outside college. They talk with their mentors and mentors provide them solutions.

15. Career & Personal Counseling: It is a process that will help the student to know and understand yourself and the world of work in order to make career, educational, and life decisions. Career development is more than just deciding on a major and what job you want to get when you graduate. Corporate Resource Cell or Placement Cell provides support to shape the students to a brighter future. The CRC majorly helps students by:

- **Career Counseling:**

The main reason of consulting this department was your uncertainty about career prospects. With the view of catering to this need of the students, the Corporate Resource Centers have employed proficient counselors who are familiar with the contemporary industry trends. CRCs also provide guidance and mentoring for all choice-based career options like Placements, Entrepreneurship, Higher Studies services. By knocking their door, you would be able to bring your thoughts to the table and in return, they would be able to guide you in the right direction.
- **Workshops:**

Before expanding your skills and way before propelling you in the industry, the department will brief you about the requirements through regular workshops. Through these workshops, the students are given insights on the topics such as designing an impressive CV with the assistance of latest tools and techniques, the use of different applications, etc.
- **All-inclusive Training:**

Placement centers have a full hold on the training activities. In furtherance of sharpening the skills apropos to recent demands, these centers conduct interwoven training sessions like Training on Aptitude, Logical Reasoning and Quantitative skills. Employability Assessment Test is conducted periodically to check the progress of training and assess the skill level of the student for various sectors of jobs. Also, training is provided on latest technologies which are relevant to the industry needs of today. From communication skills to clothing etiquette, these centers incorporate each and every aspect of your personality. This training is the tipping point which instills full confidence and desired skills in you.
- **Mock Interviews:**

Interviews, for some, are herculean tasks while for others they are child's play. Undoubtedly, it is all intrinsic to our nature but these things can be transfigured with some tactics. Now, those techniques which construct a smooth road to success are with career services center workers- they know what needs to be done. So, with the help of mock interviews, your nervousness is reduced and one gets an opportunity to improve on the weak areas. This indeed proves to be a great help for the final face-off!
- **Internships:**

For unveiling the real-life working and functions of any company, internships are important tools for providing work exposure in the hospital. Here, the students undergo training at the actual physical locations. These are of utter importance as they give the students the much-required experiential learning. These internship programs let the students ponder their choices. Through these internships, the students are exposed to situations to adapt for taking on the challenges as they venture into the professional workspace. Students will undergo Internship, supported by college after 2nd semester for a period of 45 – 60 days during summer break. The Evaluation of Summer Internship will be done through Student's Summer Internship Report in the examinations of 3rd semester.

- **On / Off Campus placement:**

Placement centers are the driving forces behind on-campus recruitments. Those who work under the head of this department make a strategic alliance with a gamut of companies. During and towards the end of the session, companies visit the campus. As inexperienced candidate may face trouble finding a befitting job, so these centers actually help them in bypassing that trouble and become more confident and prepared.

All in all, consulting your placement center is always a great option for it resolves numerous career-related issues. Taking its working and functioning into account, placement center emerges as a helpful department. From counseling the students to boosting morale, it provides every possible help needed. While adding something more to your portfolio, it gives back-end support for a better career avenue to the student and in regard to this, one should never ignore it.

16. Competitive Exam Preparation: Competitive exams require a certain mindset and understanding which is quite different from a regular school or college academic test. Aptitude, Logical Reasoning, Computer Questions will help the students to prepare for Online Exam. Apart from revision, another important thing is to practice. This practice can include previous year's paper and the test papers of the exams that are available online.

17. Extracurricular Activities: An extracurricular activity is an activity that is not required by the course of study at your university. They are not obligatory but are invaluable in developing your talents and practical skills. Some of these activities, such as fundraising and volunteering, not only benefit you but also help others. Organizing & participation in extracurricular activities will be mandatory to help students develop confidence & face audience with care.

18. Participation in Seminars/ Workshop and Writing and Presenting Papers: As per the requirement of course, students have to participate in various seminars/ workshops. Students have to develop writing research articles and also develop the presentation skills under the guidance of faculty members.

19. Formation of Students Clubs, Membership and Organizing & Participating Events: Various clubs are to be formed like Marketing Club, Finance Club, H.R. Club, Naukri Club etc. as per requirement of programme. These clubs shall organize various events on time to time basis to create a experiential leaning environment for the students. The membership of clubs is voluntary.

20. Capability Enhancement & Development Schemes: Time to time program coordinator shall organize capability enhancement program for students which are essential to complete the degree which are not covered in the syllabus.

21. Library Visits and Utilization of E – Learning Resources: Course faculties will ensures the regular visit of the student to the library and help them to utilize the available resources in the library.

MBA (Hospital Management) Curriculum

MBA (HM) -Semester I

| S.N | Type of Course - No. | Course Code | Course | | Periods | | | Credit | Evaluation Scheme | | |
|-------|----------------------|-------------|---|------------|---------|---|---|--------|-------------------|----------|-------|
| | | | | | L | T | P | | Internal | External | Total |
| 1 | CC-1 | MBACC101 | Management Concepts & Practices | | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 2 | CC-2 | MBACC102 | Accounting for Managers | | 2 | 1 | 0 | 3 | 40 | 60 | 100 |
| 3 | CC-3 | MBACC103 | Business Environment | | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 4 | CC-4 | MBACC104 | Organizational Behaviour | | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 5 | AECC-1 | MBAAE101 | Business Communication | | 2 | 0 | 0 | 2 | 40 | 60 | 100 |
| 6 | AECC-2 | MBAAE102 | Human Values & Professional Ethics | | 2 | 0 | 0 | 2 | 40 | 60 | 100 |
| 7 | SEC-1 | MBASE101 | Computer Fundamentals & Information Systems | | 2 | 0 | 2 | 3 | 40 | 60 | 100 |
| 8 | GEC-1 | | Generic Elective Courses: | Elective-1 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 9 | GEC-2 | | | Elective-2 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| Total | | | | | 23 | 1 | 2 | 25 | 360 | 540 | 900 |

Value added course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

| | | | | | | | | | |
|-------|-----------|--|----|----|---|---|----|----|-----|
| VAC-1 | TMUPS-101 | Managing Self (Audit Course) *No Credits | 2* | 1* | 0 | 0 | 50 | 50 | 100 |
|-------|-----------|--|----|----|---|---|----|----|-----|

MBA (Hospital Management)-Semester II

| S.N | Type of Course - No. | Course Code | Course | Periods | | | Credit | Evaluation Scheme | | |
|--------------|----------------------|-------------|--------------------------------------|-----------|----------|----------|-----------|-------------------|------------|------------|
| | | | | L | T | P | | Internal | External | Total |
| 1 | CC-5 | MBACC201 | Marketing Management | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 2 | CC-6 | MBACC202 | Financial Management | 2 | 1 | 0 | 3 | 40 | 60 | 100 |
| 3 | CC-7 | MBACC203 | Human Resource Management | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 4 | CC-8 | MBACC204 | Production and Operations Management | 2 | 1 | 0 | 3 | 40 | 60 | 100 |
| 5 | AECC-3 | MBAAE201 | Managerial Communication | 2 | 0 | 0 | 2 | 40 | 60 | 100 |
| 6 | SEC-2 | MBASE201 | Business Research Methods | 2 | 0 | 2 | 3 | 40 | 60 | 100 |
| 7 | GEC-3 | | Generic Elective Courses: | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 8 | GEC-4 | | | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 9 | Viva-Voce | MBAVV251 | Comprehensive Viva | 0 | 0 | 0 | 6 | 50 | 50 | 100 |
| Total | | | | 20 | 2 | 2 | 29 | 370 | 530 | 900 |

Value added audit course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

| | | | | | | | | | |
|-------|-----------|---|----|----|---|---|----|----|-----|
| VAC-2 | TMUPS-201 | Managing Work and Others (Audit Course) *No Credits | 2* | 1* | 0 | 0 | 50 | 50 | 100 |
| VAC-3 | TMUPA-202 | Numerical Ability (Audit Course) *No Credits | 2* | 1* | 0 | 0 | 40 | 60 | 100 |

MBA (Hospital Management)-Semester III

| S.N | Type of Course | Course Code | Course | Periods | | | Credit | Evaluation Scheme | | |
|-----------------------|------------------|--|--|-----------|----------|----------|-----------|-------------------|------------|------------|
| | | | | L | T | P | | Internal | External | Total |
| 1 | CC-9 | MBACC301 | Strategic Management | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| Specialization | | | | | | | | | | |
| 2 | DSEC-1 | Select any 6 courses offered from the open list | Elective – 1 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 3 | DSEC-2 | | Elective – 2 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 4 | DSEC-3 | | Elective – 3 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 5 | DSEC-4 | | Elective – 4 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 6 | DSEC-5 | | Elective – 5 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 7 | DSEC-6 | | Elective – 6 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 8 | Viva Voce - 1 | MBAVV351 | Summer Internship Report Evaluation | 0 | 0 | 0 | 6 | 50 | 50 | 100 |
| 9 | Viva Voce -2 | MBAVV352 | Report on Hospital Practices – I | 2 | 0 | 2 | 3 | 50 | 50 | 100 |
| Total | | | | 23 | 0 | 2 | 30 | 380 | 520 | 900 |

Value added audit course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

| | | | | | | | | | |
|-------|-----------|---|----|----|---|---|----|----|-----|
| VAC-4 | TMUPA-302 | Arithmetic and Logical Ability (Audit Course) *No Credits | 2* | 1* | 0 | 0 | 40 | 60 | 100 |
|-------|-----------|---|----|----|---|---|----|----|-----|

MBA (Hospital Management)-Semester IV

| S. N | Type of Course | Course Code | Course | Periods | | | Credit | Evaluation Scheme | | |
|----------------|----------------|--|---|---------|---|---|--------|-------------------|----------|-------|
| | | | | L | T | P | | Internal | External | Total |
| Specialization | | | | | | | | | | |
| 1 | DSEC-7 | Select any 4 courses offered from theopen list | Elective – 7 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 2 | DSEC-8 | | Elective – 8 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 3 | DSEC-9 | | Elective – 9 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 4 | DSEC-10 | | Elective – 10 | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| | | | | | | | | | | |
| 5 | Viva-Voce - 3 | MBAVV451 | Dissertation Report Evaluation(Based on: On the Job Training / Hospital Centric Research / Start-Up Engagements / Family Business Exposure) | 0 | 0 | 0 | 9 | 50 | 50 | 100 |
| | Viva-Voce - 4 | MBAVV452 | Report on Hospital Practices – II | 2 | 0 | 2 | 3 | 50 | 50 | 100 |
| | | Total | | 14 | 0 | 2 | 24 | 260 | 340 | 600 |

ELECTIVE COURSES OFFERED

Generic Elective Courses (GEC)

| S.No | Code | Course | L | T | P | Credit |
|------------------------------|----------|--|---|---|---|--------|
| Semester I (Any two) | | | | | | |
| 1 | MBAGE101 | Managerial Economics | 3 | 0 | 0 | 3 |
| 2 | MBAGE102 | Quantitative Techniques for Managers | 3 | 0 | 0 | 3 |
| 3 | MBAGE103 | Operations Research | 3 | 0 | 0 | 3 |
| Semester II (Any two) | | | | | | |
| 4 | MBAGE201 | Legal Aspects of Business | 3 | 0 | 0 | 3 |
| 5 | MBAGE202 | Entrepreneurship Development | 3 | 0 | 0 | 3 |
| 6 | MBAGE203 | Management of Intellectual Property Rights | 3 | 0 | 0 | 3 |

Discipline Specific Elective Courses (DSECs)

for

Hospital Management Specialization

| Courses Offered in III Semester (To choose any Six Courses) | | | Courses Offered in IV Semester (To choose any Four Courses) | | |
|--|-------------|--|--|-------------|--|
| S. No | Course Code | Course Title | S. No | Course Code | Course Title |
| 1. | MBAHM301 | Health Policy and Health Care Management in India | 1. | MBAHM401 | Patient Care Services |
| 2. | MBAHM302 | Hospital Planning and Designing | 2. | MBAHM402 | Hospital Laws |
| 3. | MBAHM303 | Medical Terminologies & Procedures | 3. | MBAHM403 | Healthcare Quality Management |
| 4. | MBAHM304 | Hospital Support Services and Management of Hazards | 4. | MBAHM404 | Public Health System and Outreach Programs |
| 5. | MBAHM305 | Purchase Management and Inventory Control in Hospitals | 5. | MBAHM405 | Health Insurance and Managed Care |
| 6. | MBAHM306 | Hospital & Health Economics | 6. | MBAHM406 | Hospital Informatics & Systems |
| 7. | MBAHM307 | Public Relation Management in Hospital | | | |
| 8. | MBAHM308 | Hospital Cost Accounting | | | |
| 9. | MBAHM309 | Hospital Operations Management | | | |

Note :

| L- Lecture | T- Tutorial | P- Practical | C- Credits |
|--------------|-------------|--------------|-------------------------------------|
| 1 L = 1 Hour | 1T = 1 Hour | 1P = 1 Hour | 1C = 1 Hour L or T 1C = 2 Hour P |

Core Courses (CC)

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| Course Code: MBACC101 | Core Course – 1 MBA - Semester-I Management Concepts & Practices | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to:. | |
| CO1. | Understanding the role of a manager and its relations to the organization's mission. | |
| CO2. | Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills. | |
| CO3. | Analyzing the influence of historical management thoughts on the current practice of management. | |
| CO4. | Applying various management concepts, theories, philosophies functions for an effective management of business organization. | |
| CO5. | Evaluating social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues. | |
| Course Content: | | |
| Unit-1: | Fundamentals of Management: Management: Concept, Nature and Importance; Managing: Art or Science; Management as a Profession; Management Vs. Administration; Levels of Management; Characteristics of Quality Managers; Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-2: | Planning: Types of Plans, Steps in Planning, Objectives, Management by objectives, Planning Premises; Strategies and Policies, Process of Planning, Barriers to Effective Planning, Key to Planning, Rational Decision Making, Limiting Factors, Selecting an alternative: three approaches, Decision Making under certainty, uncertainty and risk. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-3: | Organizing: Formal and Informal Organizations,, organization level and span of Management, The structure and process of organizing, Organization Structure: By function, by Geography, By customer group, by product, Matrix organization, Strategic Business Units, Virtual Organizations, Boundary less organizations, Authority and Power, Line/Staff concept, Decentralization, Delegation. <i>One relevant Case Study/ Case let from the unit</i> | 6 Hours |
| Unit-4: | Staffing and Directing: Concept, Selection process, Techniques and instruments, Appraisal Criteria, Training – On the job, internal / External Training, Directing: Concept, Motivation, Maslow's Need Theory, ERG, Equity Theory, Job Enrichment, leadership concept, leadership behaviour and styles. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |

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| Unit-5: | Controlling: Concept, Types of Control, Methods: Pre-control, Concurrent Control, Post control, Bureaucratic and Clan Control, Productivity problems and Measurement, The Quality Concept, Developing a Quality Control System. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| <u>Text Books:</u> | 1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education | |
| <u>Reference Books:</u> | 1. Koontz, Principles of Management, New Delhi: McGraw Hill. 2. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 3. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 4. Robbins & Coulter, Management, New Delhi: PHI 5. Satya Raju, Management – Text & Cases , New Delhi: PHI * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBACC102 | <p align="center">Core Course -2 MBA - Semester-I</p> <p align="center">Accounting for Managers</p> | L-2 T-1 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding Double entry system and GAAP principles. | |
| CO2. | Understanding the elements of the financial statements, and the related key accounting assumptions and principles. | |
| CO3. | Preparing the journal, ledger, trial balance, cash flow, fund flow financial statements, and company's final accounts. | |
| CO4. | Applying financial tools to analyze and interpret the financial statements of a company. | |
| CO5. | Evaluating the business position through analysis of financial statement. | |
| Course content: | | |
| Unit-1: | <p>Introduction of Accounting: Need of Accounting, Meaning of Accounting, Characteristics of Accounting, Stages of Accounting, Objectives of Accounting, Difference between Accounting, Accountancy and Book Keeping.</p> <p>Accounting Information: Information about the profit & loss and financial position of the Business, Qualitative Characteristics of Accounting Information, Accounting and its relation with other subjects (Discipline), Basis of Accounting, Functions of Accounting, Branches of Accounting, Advantages or Role of Accounting, Limitations of Accounting. Basic Terminology. Generally Accepted Accounting Principles: Meaning, Classifications & Limitations. Accounting Standards of India (only overview). Basic overview of IFRS, Accounting Equations: Meaning and Calculations.</p> <p><i>Numerical: Accounting Equations.</i></p> | 6 Hours |
| Unit-2: | <p>Accounting Process: Difference between cash and accrual basis of Accounting, Double entry system vs Single entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VIth of companies act.</p> <p><i>Numerical: Final Accounts with Adjustment.</i></p> | 6 Hours |
| Unit-3: | <p>Financial Statement Analysis: Meaning, Objectives, Significance and Limitations. Various tools of Financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency)</p> <p><i>Numerical: Ratio Analysis</i></p> | 6 Hours |
| Unit-4: | <p>Cash Flow Analysis: Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement.</p> <p><i>Numerical: Preparation of Cash Flow Statement As per AS-3.</i></p> | 6 Hours |
| Unit-5: | Understanding Published Financial Statements: | 6 Hours |

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| | <p>Introduction, Understanding Analysis and Interpretation based on Case study of any latest published financial statement of any public limited company.</p> <p><i>Case Study: Student has to give an assignment based on latest published financial statements of any public limited company.</i></p> | |
| Numerical that can be asked in External Exam | Accounting Equations, Final Accounts with Adjustment, Ratio Analysis (Liquidity, Profitability, Activity and Solvency), and Preparation of Cash Flow Statement as per AS-3. | |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House. 2. Ramachandran & Kakani Financial Accounting for Management, New Delhi: McGrawHill. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press. 2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House. 3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company. 4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs. 5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi: Prentice Hall of India. 6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi: Pearson Education. 7. Maheswari & Maheswari, Accounting for Managers, New Delhi: Vikas Publishing. 8. Anthony Robert N. et al. Accounting: Text and cases, New Delhi: McGraw Hill. 9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi: McGrawHill. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBACC103 | Core Course – 3 MBA - Semester-I Business Environment | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding relationship between environment and business; various techniques and tools used for environment analysis and forecasting of the domestic and global environment. | |
| CO2. | Understanding internal and external environment and Responsibility of business at the domestic and global level. | |
| CO3. | Appraising and analyzing the external and internal business environment for better management of an organization. | |
| CO4. | Applying the environmental analysis techniques to understand and adapt to business dynamics. | |
| CO5. | Applying and implementing the concepts of Social Responsibility in an organization. | |
| Course Content: | | |
| Unit-1: | An Overview of Business Environment: Meaning of Business Environment, Types of Environment- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-2: | Environmental Analysis and Forecasting: Environmental Analysis: Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; Environmental Forecasting: Steps, Types, Techniques and Limitations; Economic Environment: Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-3: | Political and Government Environment: Functions to State, Government and Legal Environment, Economic Role of Government in India; Natural & Technological Environment: Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-4: | Societal Environment: Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change; Social Responsibility of Business: Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |

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| Unit-5: | GATT/ WTO and Global Liberalization: Objectives, an evaluation of GATT, the Uruguay Round Agreement, GATT & WTO, functions of WTO, salient features UR agreement; Globalization: Globalization of World Economy, essential conditions of globalizations, foreign market entry strategies, pros & cons of globalizations and globalization of Indian Business. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| <u>Text Books:</u> | . <ol style="list-style-type: none"> 1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House. 2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Mark Hirschey, Economics for Managers, Cengage. 2. Palwar, Economic Environment of Business, New Delhi: PHI. 3. D.N. Dwivedi, Managerial Economics, New Delhi: Vikas Publishing House. 4. Shaikh Salim, Business Environment, New Delhi: Pearson Education. 5. Sundaram & Black: International Business Environment Text and Cases, New Delhi: PHI. 6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBACC104 | <p align="center">Core Course – 4 MBA - Semester-I</p> <p align="center">Organizational Behavior</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding and describing the concepts anchored to OB and its evolution. | |
| CO2. | Understanding and analyzing the behavioural concepts related to Individuals like Perception, Attitude, Personality, and Learning. | |
| CO3. | Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management. | |
| CO4. | Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behaviour. | |
| CO5. | Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution. | |
| Course Content: | | |
| Unit-1: | <p>Introduction to Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-2: | <p>Understanding Human Behaviour in Management: Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and Freud's theory of personality -. Learning In Management: Concept and theories of learning- Pavlov theory of classical conditioning, B.F Skinner theory of operant conditioning, learning Principles, Role of learning in management.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-3: | <p>Motivation and Leadership: Concept, principles, theories– Maslow's Hierarchy of needs theory, Herzberg's Motivation Hygiene theory, and Vroom's Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill's traits Factors, behavioral theories-Tannenbaum's continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler's contingency theory.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-4: | <p>Interpersonal Relationship management: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |

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| Unit-5 | <p>Stress and Conflict Management: Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. 2. Robbins S.P., Organizational Behavior, New Delhi: Pearson Education. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. 2. Chandran J.S., Organization Behavior, New Delhi: Vikas Publishing House. 3. Pareek Udai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. 4. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning. 5. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBACC201 | <p style="text-align: center;">Core Course-5 MBA - Semester-II</p> <p style="text-align: center;">Marketing Management</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding the role and functions of marketing in an organizations. | |
| CO2. | Understanding 'marketing' concepts, theories and techniques of marketing. | |
| CO3. | Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition. | |
| CO4. | Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts. | |
| CO5. | Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation. | |
| Course Content: | | |
| Unit-1: | <p>Basics of Marketing: Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-2: | <p>Consumer Analysis: Behaviour Analysis: Buyer behaviour; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-3: | <p>Product& Price Decisions: Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-4: | <p>Distribution Channels and Promotion Decisions: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries;</p> | 6 Hours |

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| | <p>Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity and public relations; Selection of appropriate tools and techniques of promotion mix.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | |
| Unit-5: | <p>Marketing Research: Meaning and scope of marketing research; Marketing research process.</p> <p>Marketing Organization and Control: Organizing and controlling marketing operations.</p> <p>Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, Marketing Management: A South Asian Perspective, New Delhi: Pearson. 2. Ramaswamy & Namakumari, Marketing Management in the Indian Context; New Delhi: S.Chand & Sons. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Marketing, Cengage Learning. 2. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Pandit Ajay, Marketing Concepts and Cases, New Delhi: McGraw Hill (Special Indian Edition). 3. Kazmi, SHH, Marketing Management Text and Cases, New Delhi: Excel Books. 4. Neelamegham S., Indian Cases in Marketing, New Delhi: Vikas Publication. 5. Bull Victor P., Marketing Management: A Strategic Planning Approach, New York: McGraw Hill. 6. Czinkota M.R., Marketing Management, New Delhi: Pearson Education Asia. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBACC202 | Core Course – 6 MBA - Semester-II Financial Management | L-2 T-1 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries. | |
| CO2. | Understanding the Indian Financial System and recognizing the need of financial planning. | |
| CO3. | Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries. | |
| CO4. | Analyzing and estimating the requirement of fund and cost of capital for various sources of funds. | |
| CO5. | Analyzing the impact of short term and long term financial decisions of an organization and the various tools used for such decisions. | |
| CO6. | Making various capital budgeting decisions through various techniques of project appraisal. | |
| Course Content: | | |
| Unit-1: | Overview of Financial Management: Concept of finance, meaning and definition of financial management, scope and objectives of financial management-Profit maximization vs Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision framework: investing, financing and dividend decisions. | 6 Hours |
| Unit-2: | Financial System & Financial Planning: Need to study Financial system, Functions of financial system, Financial Assets, Financial Markets and its functions, Financial Instruments, Financial Intermediaries and its structure, Regulatory Institutes, Commercial Bank, NABARD, Insurance companies, NBFCs, Mutual Funds, Meaning and definition of Financial Plan, objectives, process of financial planning, Long term and Short term Financial Plans, Factors affecting financial plan and its limitations. | 6 Hours |
| Unit-3: | Cost of Capital and Capital Budgeting: Cost of capital, basic aspects and importance of cost of capital, Computation of cost of Equity, Preference shares, Debt, Retained earnings and overall weighted average cost of capital, Appraisal of project; Techniques of capital budgeting : Pay Back period , Average Rate of Return, NPV,IRR and its applications. <i>Numerical/s: Cost of Capital and Capital Budgeting (PBP, ARR, NPV and IRR).</i> | 6 Hours |
| Unit-4: | Financing Decision : Sources of finance –overview of Long-term& Short term sources of finance, Overview of Working Capital management: Meaning, and definition of working capital , Concept of working capital, Kinds of Working capital, Importance & Objectives of working capital management. Factors affecting working capital policy, Methods of Estimation of Required Working Capital: Operating Cycle method & Estimation of Working Capital based on current assets and current liabilities. | 6 Hours |

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| | <i>Numerical/s: Working Capital Management (Operating Cycle Method and Working Capital based on current assets and current liabilities).</i> | |
| Unit-5: | Dividend Policy Decisions: Dividend Policy, Factors affecting dividend policies, Forms of Dividend, Bonus policy guidelines relating to dividend declaration and payment. <i>Numerical/s: Calculation of dividend.</i> | 6 Hours |
| <u>Text Books:</u> | 1. Pandey I.M., Financial Management, New Delhi: Vikas Publications. 2. Khan & Jain, Financial Management, New Delhi, McGraw-Hill. | |
| <u>Reference Books:</u> | 1. Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi: Himalaya Publishing House. 2. Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi: Galgotia Publishing Company. 3. Chandra Prasanna, Fundamentals of Financial Management, New Delhi: McGrawHill. 4. Van Horne- Financial Management and Policy, New Delhi: Pearson Education. 5. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, New Delhi: Pearson Education * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBACC203 | Core Course – 7 MBA- Semester-II Human Resource Management | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able : | |
| CO1. | Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation. | |
| CO2. | Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems. | |
| CO3. | Understanding various concepts of job analysis and use those in developing a job design. | |
| CO4. | Developing and executing plans and systems for recruitment, training, performance appraisal and compensation. | |
| CO5. | Analyzing and developing grievance handling systems, promotions, transfers and separation plans. | |
| Course Content: | | |
| Unit-1: | Introduction to HRM Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-2: | Human Recourse Planning & Strategies: HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-3: | Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-4: | Performance Appraisal& job evaluation: Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts:- minimum wage, fair wage & living wage. Components of pay structure in India. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-5: | Job enrichment, Discipline & grievances procedures: | 6 |

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| | <p>Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types; Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | Hours |
| Text Books: | <p>1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill.</p> <p>2. Ivancevich, John M., Human Resource Management, New Delhi: McGraw Hill.</p> | |
| Reference Books: | <p>1. Dessler, Human Resource Management, Prentice – Hall.</p> <p>2. T.N Chabbra, Human Resource Management.</p> <p>3. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House.</p> <p>4. Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave.</p> <p>5. Gomez Mejia et.al, managing Human Resource, Pearson Education.</p> <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBACC204 | <p align="center">Core Course-8 MBA- Semester-II</p> <p align="center">Production and Operations Management</p> | L-2 T-1 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to : | |
| CO1. | Understanding the concepts & techniques of operation & quality management productivity. | |
| CO2. | Applying concepts and tools of quality management for enhancing customer satisfaction. | |
| CO3. | Applying the various techniques of quality management in production process. | |
| CO4. | Understanding and applying various models of inventory control in production process. | |
| CO5. | Analyzing production requirement and applying various tools and techniques to enhance customer satisfaction. | |
| Course Content: | | |
| Unit-1: | Introduction: Classification of Decision Areas in Operation Management, Brief History, Operations Strategy, Flexibility, Modern vs. Traditional Approach. Services and Their Characteristics, Service Matrix, Service Quality, Role of services in Economy. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-2: | Quality Control : What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts; Quality Management: Acceptance Sampling, Cost of Quality, Total Quality Management, History of TQM, Quality Gurus: Deming, Juran and Ishikawa, Quality Circles, Zero Defect Concept, Service Quality Model; Six Sigma - Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-3: | Productivity: Various kinds of productivity measures, Multifactor productivity, Efficiency and effectiveness. Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organizations, TATA Business Excellency Model; Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations. Learning Curve, Forward Buying, Make or Buy Decisions. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-4: | Inventory Model & Safety Stocks: Optimal Order Quantity, EOQ, Economic Batch Quantity. ABC Analysis, VED Analysis; Building of a supply chain: orientation& Implementation of Supply Chain functions within an organization, Single Source vs Multiple Sources. <i>One relevant Case Study/ Case let based numerical from the unit.</i> | 6 Hours |
| Unit-5: | Spatial Decisions: Plant Layout. Basic Types of Layouts and their merits &demerits. | 6 Hours |

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| | <p>Optimization in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location.</p> <p>Timing Decisions: Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | |
| Text Books: | <ol style="list-style-type: none"> 1. Gaither & Frazier, Operations Management, Cengage, New Delhi. 2. Chunnawals, Production & Operation Management Himalaya, Mumbai. | |
| Reference Books: | <ol style="list-style-type: none"> 1. Kanishka Bedi, Production & Operation Management, University Press, New Delhi. 2. Upendra Kachru: Operation Management, Excel Publications, New Delhi. 3. Adam, E.E& Ebert; R.J. Production and Operation Management, Prentice Hall. 4. Panner Selvem, Production and Operation Management, Prentice Hall of India. 5. Chary, S.N.Production and Operation Management, New Delhi, McGraw Hill, New Delhi. 6. K. Aswathappa& Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai. <p>* Latest editions of all the suggested books are recommended</p> | |

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| Course Code: MBACC301 | <p align="center">Core Course-9 MBA- Semester-III</p> <p align="center">Strategic Management</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding the various perspectives, concepts and process in the field of Strategic Management. | |
| CO2. | Understanding tools and techniques used in strategic management, and levels, strategic alternatives and types of strategies. | |
| CO3. | Formulating corporate and business strategies based on strategic analysis. | |
| CO4. | Implementing/executing strategy and applying evaluation and control techniques. | |
| CO5. | Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment. | |
| Course Content: | | |
| Unit-1: | <p>Understanding Strategy: Concept of strategy, corporate, business and functional Levels of Strategy. Introduction to Strategic Management; Meaning and characteristics of strategic management, strategic management Vs. operational management; Four phases in strategic management process, stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using A bell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key performance indicators (KPI), Key result areas (KRA).</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-2: | <p>External & Internal Environment: Analyzing Company's External Environment: Environmental appraisal scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP); Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis. Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing company's resources and competitive position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, core competence, characteristics of core competencies, distinctive competitiveness, benchmarking as a method of comparative analysis; Value Chain Analysis Using Porter's Model: primary & secondary activities.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-3: | <p>Organizational Capability Profile and Portfolio Analysis: Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging -concentrating, accumulating, complementing, conserving, recovering; Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model; Generic</p> | 6 Hours |

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| | <p>Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy; Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | |
| Unit-4: | <p>Strategy Implementation and Evaluation: Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-5: | <p>Various Business Strategies and Models: Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework; Business Models: Meaning & components of business models, new business models for Internet Economy- E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business -Virtual Value Chain; Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| <u>Text Books:</u> | 1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi. | |
| <u>Reference Books:</u> | 1. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi 2. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. 3. Strategic Management by Ireland, Hoskisson&Hitt, Indian Edition, Cengage Learning. 4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. 5. Mintzberg Henry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA. 6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization, Thomson Asia Pvt. Ltd. 7. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi <p>* Latest editions of all the suggested books are recommended.</p> | |

Ability Enhancement Compulsory Courses (AECC)

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| Course Code: MBAAE101 | <p align="center">Ability Enhancement Compulsory Course -1</p> <p align="center">MBA- Semester-I</p> <p align="center">Business Communication</p> | L-2 T-0 P-0 C-2 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding the basics of business communication process, types and networks of communication. | |
| CO2. | Understanding the barriers of communication, importance of listening skills and effective presentation skills. | |
| CO3. | Applying techniques of effective communication- both verbal and non-verbal at the workplace. | |
| CO4. | Creating an effective presentation using slides and other visual aids. | |
| CO5. | Understanding and analyzing the various types of interview and Group Discussion techniques and applying them during real life situations. | |
| Course Content: | | |
| Unit-1: | <p>Knowledge of Language & Basics of Communication: Tenses, Sentence construction, Direct & Indirect Speech, Active-Passive voice, Verbs, Conjunctions, etc., Meaning & definition of communication, Objectives of communication, Types of communication, Process of communication, Barriers to communication, Grapevine in communication, 7Cs of Communication, Channels & Networks of Communication.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-2: | <p>Non-verbal Communication: Non-linguistic transmission of ideas, Visual cues & their importance in communication, Gestures, Facial Expressions, Body movements, Tone & tenor, audition, Tactile, Kinesthetic etc.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-3: | <p>Presentation Skills: Defining purpose, Audience & locale, Types of presentation, Organizing content of presentation, nuances, Body language during presentation, Audio visual aids, How to develop effective presentation slides, Dos & Don'ts of presentation.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-4: | <p>Listening Skills: Importance of listening, The process of listening, Differentiate between listening and hearing, Types of listening, Barriers to effective listening & factors in effective listening.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-5: | <p>Interviews & G.D- Definition, Types of Interviews, What does a job interview access?, Focus of job interviews, Strategies for successful interviews, Answers to some common interview questions, Preparing in a group discussion- Leadership, GD protocol, Discussion techniques, Listening.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Text Books: | 1. Kaul, Asha, Effective Business Communication, PHI, New Delhi. & Practice. | |

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| <p><u>Reference Books:</u></p> | <ol style="list-style-type: none"> 1. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit & Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. & Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p> | |
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| Course Code: MBAAE102 | <p align="center">Ability Enhancement Compulsory Course -2</p> <p align="center">MBA- Semester-I</p> <p align="center">Human Values and Professional Ethics</p> | L-2 T-0 P-0 C-2 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding concepts of human values and professional ethics. | |
| CO2. | Applying Sanyam&Swasthya practices in life. | |
| CO3. | Applying human values and developing harmony among self, family and society. | |
| CO4. | Evaluating self and professional requirements to become good citizen and ethical person. | |
| CO5. | Developing self into a professional individual and an ethical personality. | |
| Course Content: | | |
| Unit-1: | Introduction - Need Basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education; Self-Exploration-what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration; Continuous Happiness and Prosperity-A look at basic Human Aspirations. | 4 Hours |
| Unit-2: | Process for Value Education: Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority; Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario; Method to fulfill the above human aspirations: understanding and living in harmony at various levels Module. | 4 Hours |
| Unit-3: | Understanding Harmony in the Human Being: Understanding Harmony in the Human Being -Harmony in Myself!; Understanding human being as a co-existence of the sentient 'I' and the material 'Body' Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha; Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer). | 4 Hours |
| Unit-4: | Harmony in Myself: Understanding the characteristics and activities of 'I' and harmony in 'I'; Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail; Programs to ensure Sanyam and Swasthya-Practice Exercises and Case Studies will be taken up in Practice Sessions. | 4 Hours |
| Unit-5: | Understanding Harmony in the Family and Society –harmony in Human -Human Relationship and Gender issues: Understanding Harmony in the Family and Society-Harmony in Human-Human Relationship; Understanding harmony in the Family-the basic unit of human interaction; Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship. Gender Issues and Biases: | 4 Hours |

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| | Gender Stereotyping and Gender Discrimination, Male Gaze and Objectivity, Remedial measures of gender biasness. | |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. R R Gaur, R, Sangal, G.P Bagaria, A Foundation Course in value Education 2. R R Gaur, R Sangal G P Bagaria, Teacher's Manual (English). | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered, Blond & Briggs, Britain. 2. A. Nagraj, Jeevan vidya to Na Prayanam, Hyderabad. 3. R.Pradeep Kumar, Jeevan Vidya to Na Prayanam, Hyderabad. 4. Sussan George, How the other half Dies, Penguin Press. 5. PL Dhar, RR Gaur, Science and Humanism, common wealth publishers. 6. A.N. Tripathy, Human values, New Age International Publishers. 7. Subhas Palekar, How to practice natural Farming, Pracheen (Vaidik) Krishi tantra shodh, Amravati. 8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth –club of Rome's report, universe Books. 9. E.G. Seebauer & Robert, L BERRY, 2000, Foundations of Ethics for Scientists & Engineers, Oxford University Press. 10. M.Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd. 11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel books. 12. B.L. Bajpai, 2004, Indian Ethos and Modern Management , New Royal book Co; Lucknow. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBAAE201 | <p align="center">Ability Enhancement Compulsory Course -3</p> <p align="center">MBA- Semester-II</p> <p align="center">Managerial Communication</p> | L-2 T-0 P-0 C-2 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding the basics of oral & written communication to be used in a business organization. | |
| CO2. | Understanding fundamentals of business letter writing and written communication within organization and develop skills for effective business letters. | |
| CO3. | Developing skills to demonstrate effective oral (face to face groups) communication at workplace & in different cultural situations. | |
| CO4. | Preparing a written report in different formats, employment letters and resume. | |
| CO5. | Understanding the importance of assertive communication and develop skills to communicate in real life. | |
| Course Content: | | |
| Unit-1: | <p>Oral Communication: Meaning and importance of oral communication, Principles of successful oral communication, Barriers to effective oral communication, Three aspects of oral communication- Conversing, Listening and Body Language, Intercultural Oral Communication, Oral Communication & Electronic Media- Phones, Voice Mail, Conference Calls, Cell Phones, Video Conferencing.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-2: | <p>Official and Business Communication: Modern Technology Communication tools, Forms of official correspondence, Parts of an official letter, Drafting of- Circular, Memos, Press Note, E-mail, Notice, Agenda, Minutes of meeting, Importance of written business correspondence. Forms of business letters, Structure of business letter, Types of business letter- Sales letters, Credit letters, Letter of inquiry, Letters of Quotation, Letters of order, Letters of Complaint, Letter of adjustment.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-3: | <p>Employment Communication: Drafting a Cover letter or Job Application Letter, Drafting of - Bio-Data, Resume/ C.V., Relationship between a resume and an application letter, Types of resume, Guideline for preparing a good resume.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-4: | <p>Assertive Communication: Importance & characteristics of assertive communication, difference between Passive, Aggressive & Assertive, 3 Cs of Assertive Communication, Assertive Communication Styles.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 4 Hours |
| Unit-5: | <p>Report Writing: Introduction, The importance of reports, Types of reports -</p> | 4 Hours |

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| | <p>Short Report & Long Report, Special features of a report, Guideline for preparing a report, Organization of a report.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | |
| <u>Text Books:</u> | 1. Kaul, Asha, Effective Business Communication, PHI, New Delhi. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit & Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. & Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p> | |

Skill Enhancement Courses (SEC)

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| Course Code: MBASE101 | Skill Enhancement Course - 1 MBA- Semester-I Computer Fundamentals & Information Systems | L-2 T-0 P-2 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding and describing the various Input and output devices and components of a computer system. | |
| CO2. | Understanding the functions of MS Word, MS Excel, MS Power point and their application. | |
| CO3. | Applying MS Office tools at workplace for effective functioning. | |
| CO4. | Understanding concepts and requirements of MIS in business organizations. | |
| CO5. | Analyzing MIS requirements in business organization. | |
| CO6. | Evaluating various tools, techniques and systems of MIS to suit the organizational requirement. | |
| CO7. | Developing MIS architecture for the organization. | |
| Course Content: | | |
| Unit-1: | Introduction and Definition of Computer: Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Unit), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Unit (VDU), Printers, Plotters etc. Introduction of Internet: History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails. | 6 Hours |
| Unit-2: | MS Word: Starting MS WORD, Creating and formatting a document, Changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, Inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. MS Excel: Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping , Sorting data, Auto Sum, Use of functions, Cell Referencing form, Generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets. <i>One relevant practical-exercise from the unit.</i> | 6 Hours |
| Unit-3: | Introduction to MIS: Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems, MIS, Value Chain Analysis. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-4: | Planning for Information System: Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. Decision Support Systems: | 6 Hours |

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| | <p>MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis.</p> <p><i>One relevant practical-exercise from the unit.</i></p> | |
| Unit-5: | <p>Emerging Concepts and Issues in Information Systems: ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining and its Applications. Different tools of Data Mining.</p> <p>Applications: Transaction processing; artificial intelligent technologies in business: Neural Network, Fuzzy logic, Genetic algorithm, Virtual reality, Security and Ethical challenges.</p> <p><i>One relevant practical-exercise from the unit.</i></p> | 6 Hours |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. Tannenbaum, Computer Networks, PHI, Delhi. 2. McKeown, Information Technology and the Networked Economy, Thomson Learning | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Forouzan , Data Communication & Networking , TMH, Delhi. 2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi. 3. Hagg, Baltzan& Philips, Business Driven Technology, TMH, N. Delhi. 4. Molly, Using HTML 4, PHI, Delhi. 5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi. Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education. 6. James, A. O'Brien Introduction to Information Systems, McGrawHill. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| <u>Course Code</u> MBASE201 | Skill Enhancement Course -2 MBA- Semester-II Business Research Methods | L-2 T-1 P-0 C-3 |
| <u>Course Outcomes:</u> | At the end of this course students should be able to: | |
| CO1. | Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis. | |
| CO2. | Analyzing research questions, literature, research situation and data using statistical tools. | |
| CO3. | Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques. | |
| CO4. | Developing a research plan based on scientific methods & logic. | |
| CO5. | Writing a research report and research paper | |
| CO6. | Understanding and applying SPSS tools for data analysis. | |
| Course Content: | | |
| Unit-1: | Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems encountered by the researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design. Sampling Error, Sample Size, Non-Response. Characteristics of a good sample, Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non-Probability Sample – Judgment, Convenience, Quota methods. Determining size of the sample -Practical considerations in sampling and sample size. | 6 Hours |
| Unit-2: | Types of Data: Secondary and Primary, Various Methods Primary data collection- Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Email/Internet survey, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions. Literature review: types and sources. | 6 Hours |
| Unit-3: | Measures of Central Tendency: Mean, Median & Mode; Dispersion: Standard Deviation; Correlation: Karl Pearson Coefficient and spearman rank method; Regression: lines and its equations. | 6 Hours |
| Unit-4: | Classification of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Levels of measurement - Nominal, Ordinal, Interval, Ratio. | 6 Hours |
| Unit-5: | Analysis of Data and Report Preparation: Hypothesis: formulation and testing (t-test, Z-test, F-test and Chi-square test); Analysis of Variance (ANOVA).Types and Layout of Research Report, Precautions in Preparing the research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Use of SPSS in Data Analysis. | 6 Hours |

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| Text Books: | <ol style="list-style-type: none"> 1. Cooper & Schindler, Business Research Methods, McGraw Hill. 2. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay. | |
| Reference Books: | <ol style="list-style-type: none"> 1. Malhotra Naresh K., Marketing Research, Pearson Education. 2. Gravetter, Research Method for Behavioral Sciences, Cengage Learning. 3. Beri G.C., Marketing Research, McGraw Hill. 4. Kothari C.R., Research Methodology Methods and Techniques, New Age International Publishers. 5. Saunders. Research Methods for Business students, Pearson Education. <p>* Latest editions of all the suggested books are recommended.</p> | |

Generic Elective Courses (GEC)

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| Course Code: MBAGE101 | <p style="text-align: center;">Generic Elective Course-1</p> <p style="text-align: center;">MBA- Semester-I</p> <p style="text-align: center;">Managerial Economics</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | After the completion of the course, students will be able to :. | |
| CO1. | Understanding the fundamental concepts and theories of economics relevant to business organizations. | |
| CO2. | Understanding the concepts and theories of cost, production and revenue in relationship to Business operations. | |
| CO3. | Applying the demand and supply laws and assessing the economic position of a company. | |
| CO4. | Applying the marginal analysis to assess different market conditions. | |
| CO5. | Evaluating price and output decisions for different market structures. | |
| Course Content: | | |
| Unit-1: | <p>Introduction: Managerial Economics: Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of A Managerial Economist.</p> <p>Fundamental Concepts of Economics: Incremental Reasoning, Opportunity Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty. Alternative Objective of the Firm: Theory of the Firm (Profit Maximization Theory), Managerial Theories of the Firm (Sales Revenue Maximization Model, Managerial Utility Models and Growth Maximization Models), Behavioural Theories of the Firm (Simons Satisfying Model and Cyert& March's Behavioural Theory of the Firm).</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-2: | <p>Theory of Consumer Choice and Demand Analysis: The Cardinal Approach to Consumer Equilibrium: Measurement of Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. The Ordinal Utility Theory: Indifference Curve Approach: Meaning, Properties, The Budget Lines, Consumer Equilibrium. Demand Analysis: Meaning of Demand, Definition of Demand, Demand Function, Determinants of Demand, Law of Demand, Factors affecting the Demand.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-3: | <p>Elasticity of Demand and Demand Forecasting: Elasticity of Demand: Meaning, Types of Elasticity of Demand. Price Elasticity of Demand: Meaning, Definitions, Degrees, Measurement, Factors affecting price elasticity of demand and Importance. Income Elasticity of Demand: Meaning, Definition, Types and Importance. Cross Elasticity of Demand: Meaning, Definitions, Types. Demand Forecasting: Meaning, Definitions, Steps involved in Demand Forecasting, Determinants and Methods.</p> | 6 Hours |

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| | <i>One relevant Case Study/ Case let from the unit.</i> | |
| Unit-4: | <p>Theory of Production, Cost and Revenue:</p> <p>Theory of Production: Meaning and concept of production, Production function (Short run and Long Run), Relationship between TP, MP and AP. Law of Variable Proportion, Law of returns to scale. Law of Supply.</p> <p>Theory of Cost: Concept of Cost, Different types Cost, Cost Function (Short Run and Long Run); Relationship between TFC, TVC and TC. Relationship between TC, TFC, TVC, AC, MC, AVC and AFC and Relationship between AC and MC.</p> <p>Theory of Revenue: Concept of Revenue, Relationship between TR, MR and AR.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-5: | <p>Market, Market Structures, Pricing and Output Equilibrium under different Market Structures and Business Cycle:</p> <p>Market and Market Structure: Concept and Different types of Market and their characteristics.</p> <p>Determination of price and output equilibrium under different market structure:</p> <p>Perfect Competition: Features, Determination of price and output equilibrium under long run & short run. Monopoly: Features, Determination of price and output equilibrium under long run & short run. Monopolistic: Features, Determination of price and output equilibrium under long run & short run. Oligopoly Features, Determination of price and output equilibrium under long run & short run.</p> <p>Business Cycle:</p> <p>Meaning Definition, features, Phases of Business Cycle, Factors causing Swings in Business Activity.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. .Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today’s Decision Makers, Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory - Longman Green and Co., London. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Hirschey Mark, Managerial Economics, Thomson Learning, Bangalore 2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. 3. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad 4. Business Economics (Micro) - Dr. Girijashankar; Atharva Prakashan, Pune. 5. J.M. Henderson and Richard E. Quandt., Micro economic Theory, Mcgraw Hill Company, New York. 6. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi. 9. Dean J., Managerial Economics, Prentice Hall New Delhi. 10. Mithani.D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBAGE102 | Generic Elective Course -2 MBA- Semester-I Quantitative Techniques for Managers | L-3 T-0 P-0 C-3 |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Understanding the concepts & techniques of business decision optimization. | |
| CO2. | Analyzing various optimization techniques used in making business decisions. | |
| CO3. | Applying various optimization and statistical tools and techniques for optimized decision making. | |
| CO4. | Evaluating various optimization tools and techniques to solve business problems. | |
| CO5. | Developing the model based on analytics decision making of business problems. | |
| Course Content: | | |
| Unit-1: | Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. <i>Numerical: Baye's Thoerem</i> | 6 Hours |
| Unit-2: | Linear Programming Problem: Nature and scope of Operation Research, Formulation and testing OR models. Mathematical formulations of LP Models for product-mix problems, graphical and simplex method of solving LP problems. <i>Numerical: LPP (Simplex Method)</i> | 6 Hours |
| Unit-3: | Transportation Problems: Initial basic feasible solution of transportation problem using North-West Corner Rule, Least Cost Method, Column Minima Method, Row Minima Method and Vogel's Approximation Method, Testing optimality using MODI Method, Unbalanced problems and degeneracy, Solution of problems with the 'maximization' objective;. <i>Numerical: Transportation (MODI Method)</i> | 6 Hours |
| Unit-4: | Theory of Games and Assignment: Two person zero – sum games, Games of pure strategies and of mixed strategies, Rule of dominance, Graphical solution to games. Assignment: Solution of Assignment Problem using Hungarian Method, Solution of unbalanced Assignment Problem, Problems of Assignment with maximization objective. | 6 Hours |

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| | <i>Numerical: Game Theory (two by two method) / Assignment (Hungarian Method)</i> | |
| Unit-5: | <p>Queuing Theory & Job Sequence:</p> <p>Queuing theory: waiting line concept, Deterministic models, Queuing models. Job Sequence: Johnsons Algorithm for n Jobs and Two machines, n-Jobs and three machines, Two Jobs and m-Machines, n-Job and m-Machines.</p> <p><i>Numerical: Replacement (assets on sudden failure) / Job Sequence (n-Job and m-Machines)</i></p> | 6 Hours |
| <u>Text Books:</u> | <ul style="list-style-type: none"> • Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi. • Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi. | |
| <u>Reference Books:</u> | <ul style="list-style-type: none"> • Anderson, Quantitative Methods in Business, Thomson Learning, Bombay. • Anderson, Statistics for Business & Economics, Thomson Learning, Bombay. • Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi. • Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. • Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. • Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. • TahaHamdy, Operation Research an Introduction, Prentice-Hall. • Vohra, Quantitative Techniques in Management, McGraw-Hill. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBAGE103 | Generic Elective Course – 3 MBA- Semester-I Operations Research | L-3 T-0 P-0 C-3 |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Identifying and developing operational research models from the verbal description of the real system. | |
| CO2. | Understanding the mathematical tools that are needed to solve optimization problems. | |
| CO3. | Understating the usage of mathematical software to solve the proposed models. | |
| CO4. | Analyzing the results and proposing recommendations in language understandable to the decision-making processes in Management Engineering | |
| CO5. | Developing a report that describes the model and the solving technique. | |
| Course Content: | | |
| Unit-1: | Introduction to Operation Research: Decision making through OR,Nature& Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application andscope of OR, Basic ORmodels. | 6 Hours |
| Unit-2: | Project Management: Introduction to PERT and CPM, critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity. <i>Numerical: CPM only</i> | 6 Hours |
| Unit-3: | Replacement Problem: Replacement of assets that deteriorate with time, Replacement of assets on sudden failure. <i>Numerical: Replacement (assets on sudden failure)</i> | 6 Hours |
| Unit-4: | Decision Theory: Introduction, Decision under certainty, Decision under risk, Decision under uncertainty: Laplace criterion, MaxiMin criterion, MiniMax criterion, savage MiniMax regret criterion, hurwicz criterion, Decision tree <i>Numerical: Decision (Laplace Method, MaxiMin Criteria)</i> | 6 Hours |
| Unit-5: | Inventory Control: Inventory classification, Different cost associated to Inventory, Economic order quantity, Inventory models with deterministic demands, ABC analysis. <i>Numerical: Inventory (EOQ)</i> | 6 Hours |
| Text Books: | <ul style="list-style-type: none">• Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi. | |

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| | <ul style="list-style-type: none"> • Taha, H.; Operations research, New York, Macmillan. |
| <u>Reference Books:</u> | <ul style="list-style-type: none"> • Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall. • Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley. • Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan. • Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., NewDelhi. • Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi. • Kalavathy, Operations Research, Vikas Publishing House, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p> |

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| Course Code: MBAGE201 | Generic Elective Course -4 MBA- Semester-I Legal Aspects of Business | L-3 T-0 P-0 C-3 |
| Course Outcomes: | After the completion of the course, students will be able to: | |
| CO1. | Understanding and describing important provisions and elements of Indian Contract act 1872 and their practical applicability in business. | |
| CO2. | Understanding and analyzing different types of agreements and contracts in business life. | |
| CO3. | Understanding and analyzing special contracts like Indemnity and Guarantee, Bailment and Pledge. | |
| CO4. | Understanding key provisions of Sale of Goods Act 1930, Indian Contract Act 1872 and negotiable instrument act. | |
| CO5. | Developing a hypothetical contract between two parties and sale agreement making. | |
| Course Content: | | |
| Unit-1: | <p>Indian Contract Act 1872:</p> <p>Contract: Meaning, Characteristics and Kinds; Essentials of valid contract; Offer and acceptance: Valid offer, Acceptance, Communication of offer and acceptance, Revocation of offer and acceptance, Lapse of an offer; Capacity of Parties: Who is Competent to contract, Position of Agreements with a Minor, Position of persons of Unsound Mind, Persons disqualified by Law; Consideration: Meaning, Essential Elements of Valid Consideration, Stranger to Contract, Contract without Consideration;</p> <p>Free Consent: Meaning of Consent, Meaning of Free Consent, Meaning Coercion and its effect, Meaning of Undue influence and its effects, Meaning of Fraud and its effects, Meaning of Misrepresentation and its effects and Meaning of Mistake and its effects; Legality of Object and Consideration: Circumstances under which the objects or consideration is deemed to be unlawful, Illegal agreements, Void Agreements if consideration or objects Unlawful in part, Agreement opposed to public policy.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-2: | <p>Void Agreement:</p> <p>Meaning of Void Agreements, Agreements in restraint of marriage, trade & legal proceedings, Uncertain Agreements, Wagering Agreements, Distinction between contracts of insurance and wagering agreements, Agreements Contingent on Impossible Events, Agreements to do Impossible Acts, Restitution; Contingents Contract: Meaning, Essential Features and Rules; Performance of a Contracts: Meaning and Types; Discharge of Contracts: Meaning and Modes; Remedies for Breach of Contracts: Meaning, Anticipatory, Actual Breach of Contracts, and Remedies; Quasi – contracts: Meaning and Features; Special Contracts:</p> <p>Contract of Indemnity and Guarantee: Introduction, Contract of Indemnity, Contracts of Guarantee, Extent of Surety's Liability, Kinds of Guarantee, Rights of Surety, Discharge of Surety.</p> | 6 Hours |

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| | <i>One relevant Case Study/ Case let from the unit.</i> | |
| Unit-3: | <p>Contract of Bailment and Pledge: Meaning, Kinds, Duties & Rights of Bailer, Duties & Rights of Bailee; Lien- Meaning & Types; Finder of Goods- Meaning and Rights; Termination of Bailment: Pledge- Meaning of pledge, pledger & pledgee, Rights & duties of pledge, pledger & pledgee; Contract of Agency: Meaning, Creation of Agency, Termination of Agency, Irrevocable Agency; Agent- Meaning, Who may be Agent, Agent vs. Servant, Agent vs. Independent Contractor, classification of Agents, Extent of Agent Authority, Delegation of Authority of Agent, Meaning & Appointment of Sub- Agent, Meaning of Substituted Agent, Rights and Duties of Agent, Principal- Meaning and Position of Principal.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-4: | <p>The Sales of Goods Act 1930: Meaning of Contract of sale, Essential Elements of Contract of Sale, difference between sale and agreement to sell, Conditions and warranties, transfer of ownership in goods including sale by non-owners, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale – Meaning and Rules.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-5: | <p>The Negotiable Instruments Act, 1881: Negotiable Instruments- Meaning, Characteristics, Presumptions, Types, Promissory Note- Meaning and Characteristics, Bills of Exchange- Meaning and Essential Characteristics, acceptance- Meaning and Characteristics, Cheque- Meaning and Characteristics, , Crossing of Cheque, Holder and Holder in due course, Endorsement, Dishonor of Bill, Noting, Protest and Hundies</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| <u>Text Books:</u> | 1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India. | |
| <u>Reference Books:</u> | 1. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, McGraw Hill. 2. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and Sunaina Kanojia, Vyavsayik Sanniyam, Delhi University Hindi Cell. 3. Chandra Bose, Business Laws, PHI. 4. Bulchandani, Business Law for Management, Himalaya Publishing House. 5. Kumar Ravinder, Legal Aspect of Business, Cengage Learning. 6. M.C. Kuchhal Business Legislation for Management, Vikas Publishing House. 7. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman. * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAGE202 | <p align="center">Generic Elective Course -5</p> <p align="center">MBA- Semester-II</p> <p align="center">Entrepreneurship Development</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to: | |
| CO1. | Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship. | |
| CO2. | Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization. | |
| CO3. | Applying concept, techniques & methods for success of enterprise. | |
| CO4. | Evaluate business opportunities and making decision about product, finance and function of business. | |
| CO5. | Developing a business plan and executing the business plan | |
| Course Content: | | |
| Unit-1: | <p>Concepts of Entrepreneurship Development: Evolution of the concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-2: | <p>Creating Entrepreneurial Venture: Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-3: | <p>Project Management: Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.</p> | 6 Hours |
| Unit-4: | <p>Entrepreneur Development Programmes (EDP'S): Types, 7S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p> | 6 Hours |
| Unit-5: | <p>Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).</p> | 6 Hours |

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| <u>Text Books:</u> | 1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, McGraw Hill, New Delhi. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA). 3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi. 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBAGE203 | Generic Elective Course -6 MBA- Semester-II Management of Intellectual Property Rights | L-3 T-0 P-0 C-3 |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Understanding the basics of patent and copyright and other acts of IPR. | |
| CO2. | Understanding the information in patent documents which provide useful insights on novelty of their idea from state-of-the-art search. | |
| CO3. | Understanding the documentation process of applying the patent. | |
| CO4. | Analyzing the information in patent document which provide useful insights on the novelty of their idea from state-of-the-art search. | |
| CO5. | Developing new ideas or innovations which can be registered for patent. | |
| Course Content: | | |
| Unit-1: | Concept of Property vis-à-vis Intellectual Property : Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development, Need for Protecting Intellectual Property-Policy Consideration National Perspectives and International demands. Types of Intellectual Property-Origin and Development-An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-2: | Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO-TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law -The Patents Act, 1970 , Amendments to the Patents Act, Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-3: | Trademarks: Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet). <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |

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| Unit-4: | Industrial Designs: Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| Unit-5: | Role of International Institutions: World Intellectual Property Organization (WIPO), Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement-New Treaties. Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction. <i>One relevant Case Study/ Case let from the unit.</i> | 6 Hours |
| <u>Text Books:</u> | <ul style="list-style-type: none"> Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey. | |
| <u>Reference Books:</u> | <ul style="list-style-type: none"> Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London. Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, and Cambridge. <p>* Latest editions of all the suggested books are recommended.</p> | |

Value Added Audit Courses (VAC)

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| Course Code: TMUPS-101 | Value Added Audit Course MBA- Semester-I Managing Self | L-2 T-1 P-0 C-0 |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Utilizing effective verbal and non-verbal communication techniques in formal and informal settings | |
| CO2. | Understanding and analyzing self and devising a strategy for self growth and development. | |
| CO3. | Adapting a positive mindset conducive for growth through optimism and constructive thinking. | |
| CO4. | Utilizing time in the most effective manner and avoiding procrastination. | |
| CO5. | Making appropriate and responsible decisions through various techniques like SWOT, Simulation and Decision Tree. | |
| CO6. | Formulating strategies of avoiding time wasters and preparing to-do list to manage priorities and achieve SMART goals. | |
| Course Content: | | |
| Unit-1: | Personal Development: Personal growth and improvement in personality Perception Positive attitude Values and Morals High self motivation and confidence Grooming | 10 Hours |
| Unit-2: | Professional Development: Goal setting and action planning Effective and assertive communication Decision making Time management Presentation Skills Happiness, risk taking and facing unknown | 8 Hours |
| Unit-3: | Career Development: Resume Building Occupational Research Group discussion (GD) and Personal Interviews | 12 Hours |
| Reference Books: | 1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behaviour (2018), 18 th ed., Pearson Education 2. Tracy, Brian, Time Management (2018), Manjul Publishing House 3. Hill, Napoleon, Think and grow rich (2014), Amazing Reads 4. Scott, S.J., SMART goals made simple (2014), Createspace Independent Pub 5. https://www.hloom.com/resumes/creative-templates/ 6. https://www.mbauniverse.com/group-discussion/topic.php 7. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan 8. Burne, Eric, Games People Play (2010), Penguin UK | |

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| | <p>9. https://www.indeed.com/career-advice/interviewing/job-interview-tips-how-to-make-a-great-impression</p> <p>* Latest editions of all the suggested books are recommended.</p> | |
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| Evaluation Scheme: Continuous Evaluation | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--------------|-------|------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|--------|----|
| <ul style="list-style-type: none"> Students will be evaluated on the score of 100 in every course. Evaluation of soft skill will follow continuous evaluation method | | | | | | | | | | | | | | | | | | | | | | | |
| Details are as follows: | | | | | | | | | | | | | | | | | | | | | | | |
| Total Marks | 100 marks = Internal Marks (50)+ External Marks (50) | | | | | | | | | | | | | | | | | | | | | | |
| Internal Evaluation (50 Marks): | <p>I. Continuous Evaluation -40 Marks Every student has to participate in minimum of 5 assessments assigned by the trainer carrying 8 marks each. List of type of assessments are as follows:-</p> <ol style="list-style-type: none"> Extempore JAM session Role Plays Debate Discussion Personal Mock Interview etc <p>II. Class Attendance – 10 Marks Distribution of attendance marks</p> <table border="1"> <thead> <tr> <th>% Attendance</th><th>Marks</th></tr> </thead> <tbody> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </tbody> </table> | % Attendance | Marks | 0-10 | 1 | 11-20 | 2 | 21-30 | 3 | 31-40 | 4 | 41-50 | 5 | 51-60 | 6 | 61-70 | 7 | 71-80 | 8 | 81-90 | 9 | 91-100 | 10 |
| % Attendance | Marks | | | | | | | | | | | | | | | | | | | | | | |
| 0-10 | 1 | | | | | | | | | | | | | | | | | | | | | | |
| 11-20 | 2 | | | | | | | | | | | | | | | | | | | | | | |
| 21-30 | 3 | | | | | | | | | | | | | | | | | | | | | | |
| 31-40 | 4 | | | | | | | | | | | | | | | | | | | | | | |
| 41-50 | 5 | | | | | | | | | | | | | | | | | | | | | | |
| 51-60 | 6 | | | | | | | | | | | | | | | | | | | | | | |
| 61-70 | 7 | | | | | | | | | | | | | | | | | | | | | | |
| 71-80 | 8 | | | | | | | | | | | | | | | | | | | | | | |
| 81-90 | 9 | | | | | | | | | | | | | | | | | | | | | | |
| 91-100 | 10 | | | | | | | | | | | | | | | | | | | | | | |
| External Evaluation (50 Marks): | <p>Oral Examination – 50 Marks Oral examination by committee of 2 skill trainers (including one external if available) other than who has taught the subject.</p> | | | | | | | | | | | | | | | | | | | | | | |

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| Course Code: TMUPS-201 | Value Added Audit Course MBA- Semester-II Managing Work and Others | L-2 T-1 P-0 C-0 |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Communicating effectively in a variety of public and interpersonal settings. | |
| CO2. | Applying concepts of change management for growth and development by understanding inertia of change and mastering the Laws of Change. | |
| CO3. | Analyzing scenarios, synthesizing alternatives and thinking critically to negotiate, resolve conflicts and develop cordial interpersonal relationships. | |
| CO4. | Functioning in a team and enabling other people to act while encouraging growth and creating mutual respect and trust. | |
| CO5. | Handling difficult situations with grace, style, and professionalism. | |
| Course Content: | | |
| Unit-1: | Intrapersonal Skills: Creativity and Innovation Understanding self and others (Johari window) Stress Management Managing Change for competitive success Handling feedback and criticism | 8 Hours |
| Unit-2: | Interpersonal Skills: Conflict management Development of cordial interpersonal relations at all levels Negotiation Importance of working in teams in modern organisations Manners, etiquette and net etiquette | 12 Hours |
| Unit-3: | Interview Techniques: Job Seeking Group discussion (GD) Personal Interview | 10 Hours |
| Reference Books: | <ol style="list-style-type: none"> 1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behaviour (2018), 18th ed., Pearson Education 2. Burne, Eric, Games People Play (2010), Penguin UK 3. Carnegie, Dale, How to win friends and influence people (2004), RHUK 4. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan 5. Steinburg, Scott, Nettiquette Essentials (2013), Lulu.com 6. https://www.hloom.com/resumes/creative-templates/ 7. https://www.mbauniverse.com/group-discussion/topic.php 8. https://www.indeed.com/career-advice/interviewing/job-interview-tips-how-to-make-a-great-impression <p>* Latest editions of all the suggested books are recommended.</p> | |

Evaluation Scheme: Continuous Evaluation

- Students will be evaluated on the score of 100 in every course.
- Evaluation of soft skill will follow continuous evaluation method

Details are as follows:

| Total Marks | 100 marks = Internal Marks (50)+ External Marks (50) | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--------------|-------|------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|--------|----|
| Internal Evaluation (50 Marks): | <p>I. Continuous Evaluation -40 Marks Every student has to participate in minimum of 5 assessments assigned by the trainer carrying 8 marks each. List of type of assessments are as follows:-</p> <ol style="list-style-type: none"> a) Extempore b) JAM session c) Role Plays d) Debate e) Discussion f) Personal Mock Interview etc <p>II. Class Attendance – 10 Marks Distribution of attendance marks</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>% Attendance</th><th>Marks</th></tr> </thead> <tbody> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </tbody> </table> | % Attendance | Marks | 0-10 | 1 | 11-20 | 2 | 21-30 | 3 | 31-40 | 4 | 41-50 | 5 | 51-60 | 6 | 61-70 | 7 | 71-80 | 8 | 81-90 | 9 | 91-100 | 10 |
| % Attendance | Marks | | | | | | | | | | | | | | | | | | | | | | |
| 0-10 | 1 | | | | | | | | | | | | | | | | | | | | | | |
| 11-20 | 2 | | | | | | | | | | | | | | | | | | | | | | |
| 21-30 | 3 | | | | | | | | | | | | | | | | | | | | | | |
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| 41-50 | 5 | | | | | | | | | | | | | | | | | | | | | | |
| 51-60 | 6 | | | | | | | | | | | | | | | | | | | | | | |
| 61-70 | 7 | | | | | | | | | | | | | | | | | | | | | | |
| 71-80 | 8 | | | | | | | | | | | | | | | | | | | | | | |
| 81-90 | 9 | | | | | | | | | | | | | | | | | | | | | | |
| 91-100 | 10 | | | | | | | | | | | | | | | | | | | | | | |
| External Evaluation (50 Marks): | <p>Oral Examination – 50 Marks Oral examination by committee of 2 skill trainers (including one external if available) other than who has taught the subject.</p> | | | | | | | | | | | | | | | | | | | | | | |

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| Course Code: TMUPA-202 | Value Added Audit Course MBA- Semester-II | L-2 T-1 P-0 C-0 |
| | Numerical Ability | |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Operationalizing the inter-related concept of Percentage in Profit Loss and Discount, Si/CI and Mixture/Allegation. | |
| CO2. | Employing the techniques of Percentage; Ratios and Average in inter related concepts of Time and Work. | |
| CO3. | Applying the arithmetical concepts of Average, Mixture and Allegation. | |
| CO4. | Evaluating the different possibilities of various reasoning based problems in series, Blood relation, Direction and Puzzle Problems. | |
| CO5. | Correlating the various arithmetic concepts to check sufficiency of data. | |
| Course Content: | | |
| Unit-1: | Percentages Basic calculation, ratio equivalent, base, change of base, multiplying factor, percentage change, increment, decrement, successive percentages, word problems | 4 Hours |
| Unit-2: | Profit Loss Discount Basic definition, formula, concept of mark up, discount, relation with successive change, faulty weights | 6 Hours |
| Unit-3: | Data Sufficiency Introduction of Data Sufficiency, different topics based DS | 6 Hours |
| Unit-4: | Ratio, proportions and variations Concept of ratios, proportions, variations, properties and their applications | 6 Hours |
| Unit-5: | Mixtures and allegations Mixtures of 2 components, mixtures of 3 components, Replacements | 6 Hours |
| Unit-6: | Time and Work Same efficiency, different efficiency, alternate work, application in Pipes and Cisterns | 5 Hours |
| Unit-7: | Number and alphabet series Number series, alphabet series | 2 Hours |
| Unit-8: | Blood relations Indicating type, operator type, family tree type | 2 Hours |
| Unit-9: | Direction sense Simple statements, shadow type | 1 Hours |
| Unit-10: | Problem solving Arrangement type, Distribution type, Miscellaneous | 4 Hours |
| Reference Books: | <ul style="list-style-type: none"> R1:-Arun Shrama:- How to Prepare for Quantitative Aptitude R2:-Quantitative Aptitude by R.S. Agrawal R3:-M Tyra: Quicker Maths R4:-Nishith K Sinha:- Quantitative Aptitude for CAT R5:-Reference website:- Lofoya.com, gmatclub.com, cracku.in, handakafunda.com, tathagat.mba, Indiabix.com R6:-Logical Reasoning by Nishith K Sinha R7:-Verbal and Non Verbal Reasoning by R.S. Agrawal <p>* Latest editions of all the suggested books are recommended.</p> | |

Evaluation Scheme

- Students will be evaluated on the score of 100 in this course.
- Evaluation of aptitude skill will follow continuous evaluation method

Details are as follows:

| Total Marks | 100 Marks = Internal Marks (40)+ External Marks (60) | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--------------|-------|------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|--------|----|
| Internal Evaluation (40 Marks): | <p> I. Class Tutorials/Assignment: 10 Marks II. Class Test (Best Two out of Three): 20 marks(10 Marks Each) III. Class Attendance – 10 Marks Distribution of attendance marks </p> <table> <tr> <th>% Attendance</th><th>Marks</th></tr> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </table> | % Attendance | Marks | 0-10 | 1 | 11-20 | 2 | 21-30 | 3 | 31-40 | 4 | 41-50 | 5 | 51-60 | 6 | 61-70 | 7 | 71-80 | 8 | 81-90 | 9 | 91-100 | 10 |
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| 0-10 | 1 | | | | | | | | | | | | | | | | | | | | | | |
| 11-20 | 2 | | | | | | | | | | | | | | | | | | | | | | |
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| 41-50 | 5 | | | | | | | | | | | | | | | | | | | | | | |
| 51-60 | 6 | | | | | | | | | | | | | | | | | | | | | | |
| 61-70 | 7 | | | | | | | | | | | | | | | | | | | | | | |
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| 81-90 | 9 | | | | | | | | | | | | | | | | | | | | | | |
| 91-100 | 10 | | | | | | | | | | | | | | | | | | | | | | |
| External Evaluation (60 Marks): | Maximum Marks – 60 Marks Time Duration -60 Minutes Total Question -60 MCQs | | | | | | | | | | | | | | | | | | | | | | |

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| Course Code: TMUPA-302 | Value Added Audit Course MBA- Semester-III Arithmetic and Logical Ability | L-2 T-1 P-0 C-0 |
| Course Outcomes: | On completion of the course, the students will be : | |
| CO1. | Applying the concepts of modern mathematics Divisibility rule, Remainder Theorem, HCF /LCM in Number System. | |
| CO2. | Relating the rules of permutation and combination, Fundamental Principle of Counting to find the probability. | |
| CO3. | Applying calculative and arithmetical concepts of ratio, Average and Percentage to analyze and interpret data. | |
| CO4. | Identifying different possibilities of reasoning based problems of Syllogisms and Coding-Decoding. | |
| CO5. | Employing the techniques of Percentage, Ratios and Average in inter related concepts of Time Speed and Distance. | |
| Course Content: | | |
| Unit-1: | Averages Basic Averages, Concept of Distribution, Weighted Average, equations | 6 Hours |
| Unit-2: | Time Speed Distance Average speed, proportionalities in Time, Distance, trains, boats, races, circular tracks | 5 Hours |
| Unit-3: | Permutations and combinations Fundamental counting, and or, arrangements of digits, letters, people in row, identical objects, rank, geometrical arrangements, combination: - basic, handshakes, committee, selection of any number of objects, identical and distinct, grouping and distribution, de-arrangements | 4 Hours |
| Unit-4: | Probability Introduction, Probability based on Dice and Coins, Conditional Probability, Bayes Theorem | 2 Hours |
| Unit-5: | Number theory Classification of Numbers, Divisibility Rules, HCF and LCM, Factors, Cyclicity (Unit Digit and Last Two digit), Remainder Theorem, Highest Power of a Number in a Factorial, Number of trailing zeroes | 6 Hours |
| Unit-6: | Data interpretation Data Interpretation Basics, Bar Chart, Line Chart, Tabular Chart, Pie Chart, DI tables with missing values | 5 Hours |
| Unit-7: | Coding and decoding Sequential coding, reverse coding, abstract coding | 2 Hours |
| Unit-8: | Syllogisms Two statements, three statements | 6 Hours |
| Reference Books: | <ul style="list-style-type: none"> • R1:-Arun Shrama:- How to Prepare for Quantitative Aptitude • R2:-Quantitative Aptitude by R.S. Agrawal • R3:-M Tyra: Quicker Maths • R4:-Nishith K Sinha:- Quantitative Aptitude for CAT • R5:-Reference website:- Lofoya.com, gmatclub.com, cracku.in, handakafunda.com, tathagat.mba, Indiabix.com • R6:-Logical Reasoning by Nishith K Sinha • R7:-Verbal and Non Verbal Reasoning by R.S. Agrawal <p>* Latest editions of all the suggested books are recommended.</p> | |

Evaluation Scheme

- Students will be evaluated on the score of 100 in this course.
- Evaluation of aptitude skill will follow continuous evaluation method

Details are as follows:

| Total Marks | 100 Marks = Internal Marks (40)+ External Marks (60) | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--------------|-------|------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|--------|----|
| Internal Evaluation (40 Marks): | <p> I. Class Tutorials/Assignment: 10 Marks II. Class Test (Best Two out of Three): 20 marks (10 Marks Each) III. Class Attendance – 10 Marks Distribution of attendance marks </p> <table> <tr> <th>% Attendance</th><th>Marks</th></tr> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </table> | % Attendance | Marks | 0-10 | 1 | 11-20 | 2 | 21-30 | 3 | 31-40 | 4 | 41-50 | 5 | 51-60 | 6 | 61-70 | 7 | 71-80 | 8 | 81-90 | 9 | 91-100 | 10 |
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| 91-100 | 10 | | | | | | | | | | | | | | | | | | | | | | |
| External Evaluation (60 Marks): | Maximum Marks – 60 Marks Time Duration -60 Minutes Total Question -60 MCQs | | | | | | | | | | | | | | | | | | | | | | |

Semester - III
Discipline Specific Elective Courses (DSEC)
Hospital Management
(Choose any SIX out of TEN.)

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| Course Code: MBAHM301 | <p style="text-align: center;">Discipline Specific Elective Course-1</p> <p style="text-align: center;">Specialization- Hospital Management</p> <p style="text-align: center;">MBA- Semester-III</p> <p style="text-align: center;">Health Policy and Healthcare Management in India</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to : | |
| CO1 | Understanding the various types and health care systems of India. | |
| CO2 | Applying concept of control and prevention at different levels of healthcare. | |
| CO3 | Developing, implementing and managing various public health care programs. | |
| CO4 | Applying various principles of planning and management in implementing health projects and programmes. | |
| CO5 | Applying health care statistics to support government in implementing their various health care policies | |
| Course Content: | | |
| Unit-1: | Introduction to Health: Different definitions of Health, Concept of health & well being, standard of living, quality of life, hygiene, Development of healthcare system in India, Different types of healthcare systems: Allopathic, Ayurvedic, Homeopathic, Unani. | 6 Hours |
| Unit-2: | Dimensions of health: positive health, spectrum of health, spectrum of disease, responsibility for the health. Determinants of health. Indicators of health. Indices: PQLI, HDI, GDI. | 6 Hours |
| Unit-3: | Levels of health care: concept of control and prevention. Health team concepts, health service philosophies. Concept of causation, surveillance, monitoring. Modes of intervention. | 6 Hours |
| Unit-4: | Organization of health system: primary care, secondary care and tertiary care. Health programmes with reference to malaria, tuberculosis, MCH and HIV/ AIDS | 6 Hours |
| Unit-5: | Health statistics: introduction, components and methods. Epidemiology: aims, principles, descriptive, analytical and experimental epidemiology, methods and uses. Government policies on healthcare. | 6 Hours |
| Text Books: | 1. Deimer, Introduction to Health Services, New York | |
| Reference Books: | 1. Park K, Text Book on Hygiene and Preventive Medicine, Banarsidas, Bhanoy 2. Park K, Preventive and Social Medicine. 3. Schultz R.J. Management of Hospitals, McGraw Hill, New York 4. A.V.(ed), Managing a Modern Hospital, Response Books, New Delhi * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM302 | <p style="text-align: center;">Discipline Specific Elective Course-2</p> <p style="text-align: center;">Specialization- Hospital Management</p> <p style="text-align: center;">MBA- Semester-III</p> <p style="text-align: center;">Hospital Planning and Design</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the classification of hospitals and factors influencing hospital utilization. | |
| CO2. | Understand master facility plan of a hospital and developing engineering plans for thinfm. | |
| CO3. | Analyzing the working of different departments of hospitals in order to improve them | |
| CO4. | Analyzing the administration of hospitals and enhance their working. | |
| CO5. | Applying the knowledge of hospital management in the hospital operations. | |
| CO6. | Understanding the classification of hospitals and factors influencing hospital utilization. | |
| Course Content: | | |
| Unit-1: | Classification of Hospitals: Planning for site selection, Planning for architecture, interiors and graphics. Construction and commissioning of electrical safety. Factors influencing hospital utilization. | 6 Hours |
| Unit-2: | Engineering Facilities: introduction, different divisions of facilities engineering, need for biomedical engineering department. Types of manpower required for maintenance activities: types of maintenance, job orders, equipment maintenance log books, AMCS, outsourcing of maintenance services. | 6 Hours |
| Unit-3: | Linen and laundry: meaning, importance, Types of linen and laundry services, General laundry services, Laundry layout arrangement, washing materials, washing arrangements. | 6 Hours |
| Unit-4: | Dietary services of hospital: Importance and functions. Kitchen equipment, kitchen stores, day store, general kitchen layout, special diets, food distribution methods. | 6 Hours |
| Unit-5: | Housekeeping services: importance and functions. Pest control measures adopted in hospitals. Cleaning methods and different types of equipments used in cleaning. Outsourcing of housekeeping services in hospitals - advantages and disadvantages | 6 Hours |
| Text Books: | 1. Kataram, G.D. Kundurs and S. Gopinath , <i>Hospital Planning, Design and Management</i> , Tata McGraw Hill 2. Sakharkar, <i>Principal of Hospital Administration and Planning</i> , Jaypee Brothers Medical Publisher | |
| Reference Books: | 1. Lewellyn Davis L., <i>Hospital Planning and Administration</i> , R. Macaualy HMC 2. Sreenivasan S., <i>Management Process in Health Care</i> , Jaypee Brothers * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM303 | <p align="center">Discipline Specific Elective Course - 3</p> <p align="center">Specialization- Hospital Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Medical Terminology and Procedures</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the fundamentals of medical terminologies. | |
| CO2. | Understanding the Medical terminologies to communicate with all medical professionals. | |
| CO3. | Understanding common diseases associated with human being | |
| CO4. | Developing conceptual Understanding common diseases associated with human being understanding of procedures required for treatment of diseases associated with human beings | |
| CO5. | Developing understanding of equipment and machines used for procedures. | |
| CO6. | Understanding the fundamentals of medical terminologies. | |
| Course Content: | | |
| Unit-1: | Fundamentals of Medical Terminology: Word Roots, Prefix, Suffix, Abbreviations & Symbols. | 6 Hours |
| Unit-2: | Introduction to Anatomy & Physiology: Organs & Systems: Gastro Intestinal, Respiratory, Circulatory, Renal, Reproductive, Nervous. | 6 Hours |
| Unit-3: | <p>Common Diseases & Procedures - Gastro Intestinal: Cholecystitis, Cholelithiasis, Appendicitis, Intestinal Obstruction, Hernia, Peritonitis Gastroscopy : Endoscopy , Laparotomy, Laparoscopy.</p> <p>Common Diseases & Procedures – Respiratory: Tuberculosis, Bronchial Asthma, Respiratory Failure, Pulmonary Embolism, Pneumonia Bronchoscopy, Pulmonary Function Test, Cardio-Pulmonary Resuscitation.</p> | 6 Hours |
| Unit-4: | <p>Common Diseases & Procedures – Circulatory: Hypertension, Coronary Artery Disease, Arrhythmias, Cardiac Arrest, Shock. Deep Vein Thrombosis (DVT), ECG, 2D Echo Cardiogram, Coronary Angiography, Cardiac Catheterisation, Stress Test, Pacemaker.</p> <p>Common Diseases & Procedures – Renal: Nephrotic Syndrome, Urinary Tract Infection, Renal Failure, Renal / Bladder Stones Intravenous Pyelography, Cystoscopy, Urinalysis Hemodialysis, Peritoneal Dialysis.</p> | 6 Hours |
| Unit-5: | <p>Common Diseases & Procedures – Reproductive: Female – Breast Cancer/Self Examination Menstrual Disorders, Dysmenorrhoea, Premenstrual Syndrome (PMS), Menorrhagia Ovarian Cyst, Fibroids, Malignancy, Infertility Mammography, Ultra Sound, Laparoscopy, IVF, Tubectomy, D & C. Male - Prostate Enlargement, Hydrocele, Impotence, Transurethral Resection of Prostate (TURP)</p> <p>Common Diseases & Procedures – Nervous: Stroke (Cerebro Vascular Accident), Brain Tumor, Brain Injuries, Spinal Cord Injuries Lumbar</p> | 6 Hours |

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| | Puncture, Myelography, CT Scan, MRI, EEG, EMG, Oncology, Investigations | |
| <u>Text Books:</u> | <ol style="list-style-type: none"> 1. Chaurasia B.D, General Anatomy, CBC publication. 2. Standing Susan, Gray's Anatomy: The Anatomical Basis of Clinical Practice, Publisher: C.V. Mosby. 3. Netter H. Frank and John T. Hansen, Atlas of Human Anatomy, Publisher: ICON Learning Systems. | |
| <u>Reference Books:</u> | <ol style="list-style-type: none"> 1. Principles of Anatomy & Physiology – By Gerard J. Tortora. 2. Anatomy & Physiology in Health & Illness – By Anne Waugh – Churchill Livingstone. 3. Anatomy & Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi. 4. Dorland's Pocket Medical Dictionary. 5. Taber's Cyclopedic Medical Dictionary – F&A Philadelphia. 6. Manual of Anatomy – By Sampath Madhyastha – CBS Publication. <p>* Latest editions of all the suggested books are recommended.</p> | |

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| Course Code: MBAHM304 | <p style="text-align: center;">Discipline Specific Elective Course - 4</p> <p style="text-align: center;">Specialization- Hospital Management</p> <p style="text-align: center;">MBA- Semester-III</p> <p style="text-align: center;">Hazard Management and Support Services</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able to : | |
| CO1. | Understanding the functioning of hospitals. | |
| CO2. | Understanding the dietary services and ensuring hygiene and cleanliness in its delivery. | |
| CO3. | Developing plans for hazardous and biomedical waste management. | |
| CO4. | Assessing the working of hospital during emergency services. | |
| CO5. | Implementing and monitoring plans for controlling hospital related infections. | |
| CO6. | Understanding the functioning of hospitals. | |
| Course Content: | | |
| Unit-1: | Hospital functioning: Principles and methods of organizing, clinical and support services for hospitals, role of support services in hospital functioning. Nursing services: meaning, objectives, nursing administration, duties and responsibilities of nursing officers, nursing and support staff in wards, nursing by-laws, rules, policies and procedures. Documentation and records, nursing audit, determination of department-wise functional nursing component in a hospital. | 6 Hours |
| Unit-2: | Emergency services: meaning, importance, methods. Safety, security, fire protection and ambulance services. Disaster plan: policies and procedures for general safety, disaster plan and medical initiative plan; crisis situation management. Laboratories for clinical investigations: laboratory procedures, conduct, sampling, reporting and billing; staffing, housekeeping, safety and precautionary measures in laboratories and blood bank. | 6 Hours |
| Unit-3: | Dietary services and hospital diet: importance, functions, equipments, storage, day store, general kitchen, special diet kitchen, food distribution. Hospital hazards: meaning, needs, principles, purpose, impact on employees, patients and visitors; preventive measures. Types of hospital hazards: physical, biological, mechanical, psychological hazards. | 6 Hours |

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| Unit-4: | Hospital related infections: common hospital acquired infections and their causative agents, prevention of hospital acquired infection. Role of central sterile supply department, infection control committees, monitoring and control of cross infections. | 6 Hours |
| Unit-5: | Biomedical waste management: meaning, categories of biomedical wastes, disposal of biomedical wastes, incineration and its importance. Standards for waste autoclaving, microwaving and deep burial, segregation, packaging, transportation and storage. Sewage wastes: meaning, composition, objectives of sewage disposal, decomposition of organic matter, modern sewage treatment methods, solid and liquid wastes and their treatment. | 6 Hours |
| <u>Text Books:</u> | 1. Srinivasan A.V. (ed), <i>Managing a modern hospital</i> , Response Books, New Delhi. 2. Anand K.K., <i>Hospital management</i> , Vikas Publishing, New Delhi, | |
| <u>Reference Books</u> | 1. Arun Kumar, (ed) <i>Encyclopedia of Hospital Administration and Development</i> , Anmol Publications, New Delhi. 2. Park K, <i>Textbook on Hygiene and Preventive Medicine</i> * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM305 | Discipline Specific Elective Course - 5 | L-3 T-0 P-0 C-3 |
| | Specialization- Hospital Management | |
| | MBA- Semester-III | |
| | Hospital Inventory Control | |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the concepts of logistics management. | |
| CO2. | Applying various purchasing methods and inventory controlling techniques into practice and minimize inventory management costs. | |
| CO3. | Analyzing recent practices in store management and developing new plans and policies for store management. | |
| CO4. | Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing. | |
| CO5. | Understanding the concepts of logistics management. | |
| CO6. | Applying various purchasing methods and inventory controlling techniques into practice and minimize inventory management costs. | |
| Course Content: | | |
| Unit-1: | Principles of Logistic Management: Definition of Logistics Management, Functions of Logistics Management, Principles of Purchase Management, Tendering procedures, procurement procedure, Vendor development and rating, Methods of payment, Letter of credit, Foreign currency-payments, Import documentation. | 6 Hours |
| Unit-2: | Inventory control: Definition, objectives of Inventory Control, Types of Inventory cost, Types of Inventory Control, Pareto's law -ABC /VED / SDE Analysis, Lead Time, Buffer stock, Reorder level, Economic Order Quantity (EOQ), Types of Inventory Control systems. | 6 Hours |
| Unit-3: | Stores Management: location and layout, Standardization, Codification and Classification of materials, Material accounting and physical distribution, Store documentation, condemnation and disposal of scrap, surplus and obsolete materials, Types of stores in a Hospital. | 6 Hours |
| Unit-4: | Equipment Planning and Procurement: Steps in equipment selection, Utilization index, Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables. | 6 Hours |
| Unit-5: | Recent trends in Materials Management: Types of Materials used and stored in a Hospital, Computerization of Materials function, MIS Reports, Concept and frame work of supply chain management - concept of Just in time and Central purchasing. | 6 Hours |
| Text Books: | 1. Mr. K S Menon, Stores Management 2ed., Macmillan India Ltd., 2. Mr. Rupnarayan Bose, An Introduction to Documentary Credits, Macmillan India Ltd | |

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| <p><u>Reference Books</u></p> | <p>1. Mr. B S Sahay, Supply Chain Management, Macmillan India Ltd 2. Mr. Gopalakrishnan & Sunderasan, Materials Management.</p> <p>* Latest editions of all the suggested books are recommended.</p> | |
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| Course Code: MBAHM306 | Discipline Specific Elective Course - 6 | L-3 T-0 P-0 C-3 |
| | Specialization- Hospital Management | |
| | MBA- Semester-III | |
| | Hospital & Health Economics | |
| <u>Course Outcomes:</u> | At the end of this course students should be able: | |
| CO1. | Understanding the fundamental concepts of health economics. | |
| CO2. | Applying the management tools and techniques used to design and manage successful organization. | |
| CO3. | Applying the laws of healthcare in maintaining market equilibrium. | |
| CO4. | Developing plans for risk, uncertainty and insurance in health care management. | |
| CO5. | Developing decision making skills for different healthcare markets. | |
| CO6. | Understanding the fundamental concepts of health economics. | |
| Course Content: | | |
| Unit-1: | Introduction to health economics, fundamental economic concepts; scarcity and choice, opportunity cost, agency relationship. | 6 Hours |
| Unit-2: | Law of demand and supply, determinates of demand and supply for medical services; Elasticity and its applications in healthcare, market equilibrium. | 6 Hours |
| Unit-3: | Market failure and role of Government in health care sector: Risk, uncertainty and insurance. | 6 Hours |
| Unit-4: | Medical care production and costs analysis; Cost-benefit analysis. | 6 Hours |
| Unit-5: | Decision making under different healthcare markets (perfect and imperfect) by health care providers. | 6 Hours |
| <u>Text Books:</u> | 1. Paul S., Readings in Economics, Tata McGraw Hill, New Delhi. 2. Dwivedi, D.N., Microeconomic Theory, Vikas Publications, New Delhi. | |
| <u>Reference Books</u> | 1. Moyer and Harris, Managerial Economics, McGraw-Hill, West Publishing Company. * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM307 | <p style="text-align: center;">Discipline Specific Elective Course - 7</p> <p style="text-align: center;">Specialization- Hospital Management</p> <p style="text-align: center;">MBA- Semester-III</p> <p style="text-align: center;">Public Relation Management in Hospital</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the concept of PR in health care. | |
| CO2. | Understanding recent trends in Public relations in relation to health care services. | |
| CO3. | Developing new 'PR' programmes. | |
| CO4. | Developing strategies and activities to promote hospital management and its services. | |
| CO5. | Implementing plans for maintaining better media relations. | |
| CO6. | Understanding the concept of PR in health care. | |
| Course Content: | | |
| Unit-1: | Public Relations: definition, need, essentials of good public relations, public relations towards global professionalism and major areas of public relations activity. Co-ordination of press relations, advertising, publications and different media. Corporate image. Role of public relations in India, Government interference, role of Press Bureau, other Government and media organizations, public relations approach and public relations problems in Government sector. | 6 Hours |
| Unit-2: | Public relations for private sector: Impact on business management, share holders, distributors, customers and internal communication. Professionalism for public relations. Qualities of public relation officers, professionalism and regulations. Corporate communications and identity, corporate message, image branding and public affairs. Crisis management. | 6 Hours |
| Unit-3: | Introduction to Marketing: Basic concept of Marketing management: Consumer behavior, Marketing research, Pricing strategies of various services. Marketing strategy, Evaluation and control. | 6 Hours |
| Unit-4: | Hospital Promotions: Promotion of business in hospitals. Service marketing, patient care and communication, Advertisement and branding, Marketing of promotional activities | 6 Hours |
| Unit-5: | Recent trends in Hospital Promotions: Corporate marketing, Marketing for third party administrators and cash-paying patients, Marketing and medical ethics, Social aspects of marketing. | 6 Hours |
| Text Books: | 1. Kotler Philip, <i>Marketing Management: Analysis, Planning, Implementations and Control</i> , Pearson Education, New Delhi. 2. Ravi Shankar, <i>Service Marketing</i> , Excel Books, New Delhi 3. Chabra T.N, <i>Marketing Management</i> , Tata McGraw Hill. | |

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| <p><u>Reference Book</u></p> | <ol style="list-style-type: none"> 1. Ranjan Saxena, <i>Marketing Management</i>, McGraw Hill 2. Christopher Lovelock, Ivehen Wirtz and JayantjaChaherjee, <i>Service Marketing–People,Technology and Strategy, A Sonta Asian Perspective</i>, Pearson Publisher <p>* Latest editions of all the suggested books are recommended.</p> | |
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| Course Code: MBAHM308 | <p align="center">Discipline Specific Elective Course - 8</p> <p align="center">Specialization- Hospital Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Hospital Cost Accounting</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able : | |
| CO1. | Understanding the conceptual framework of Cost Accounting in hospitals. | |
| CO2. | Understanding the processes in determination of cost of products and services. | |
| CO3. | Applying the marginal costing in decision making. | |
| CO4. | Applying the concepts of responsibility accounting in a hospital. | |
| CO5. | Understanding the conceptual framework of Cost Accounting in hospitals. | |
| Course Content: | | |
| Unit-1: | Introduction to Cost Accounting: meaning, objectives and functions of cost accounting, role of costing in decision making, types of cost; cost concepts; elements of cost; overheads and their allocation and apportionment. Costing of service departments and other related areas, estimation of cost of service departments and allocation of costs to various other departments such as: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food and beverage, housekeeping, security, maintenance. | 6 Hours |
| Unit-2: | Preparation of cost sheet: methods of costing, reconciliation of cost and financial accounting. Marginal costing: marginal costing versus absorption costing, cost-volume-profit analysis and break-even analysis, margin of safety, key factors, managerial applications of marginal costing. | 6 Hours |
| Unit-3: | Differential costing and incremental costing: concept, uses and applications, methods of calculation of these costs and their role in management decision making. Standard costing: concept of standard cost, establishing various cost standards, variance analysis, material, labour and its applications and implications. | 6 Hours |
| Unit-4: | Budgeting: concept of budget, budgeting and budgetary control, types of budgets and their preparation, advantages and limitations of budgetary control. | 6 Hours |
| Unit-5: | Responsibility accounting: concept and various approaches to responsibility accounting, concept of investment centre, cost centre, profit centre, responsibility centre and its managerial implications. | 6 Hours |
| Text Books: | 1. Kulkarnin G.R., Hospital Management Accounting – Planning and Control, National Health Management Institute, Mumbai. 2. Horngren et al, Introduction to Management Accounting, Pearson | |

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| <u>Reference Books</u> | <ol style="list-style-type: none"> 1. Khan and Jain, Management Accounting, Tata McGraw-Hill. 2. Pandey, I.M., Management Accounting, Vikas Publication. 3. Bhattacharyya S.K. and Dearden J., Accounting for Management, Vikas Publication. <p>* Latest editions of all the suggested books are recommended.</p> | |
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| Course Code: MBAHM309 | Discipline Specific Elective Course - 9 | L-3 T-0 P-0 C-3 |
| | Specialization- Hospital Management | |
| | MBA- Semester-III | |
| | Hospital Operations Management | |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the concept of operations management in hospitals. | |
| CO2. | Understanding the role of operations manager in hospitals. | |
| CO3. | Applying the techniques and policies of maintenance management for smooth maintenance of hospitals. | |
| CO4. | Assessing the operational issues between a customer and supplier. | |
| CO5. | Evaluating existing frameworks in the design and delivery of products and services in hospitals. | |
| Course Content: | | |
| Unit-1: | Overview and definition of operations management, classification of operations, responsibilities of operations manager, service design. Developing operations strategy, facility location and layout, importance of location, factors, general steps in location and selection decision process, types of layouts, product, process, service facility layout. | 6 Hours |
| Unit-2: | Overview of hospital operations management: role and decisions, application of computer and advanced operations technology, productive systems in a hospital, concept of front office and back office. Operations strategy as a competitive tool, elements, technology selection and process development. | 6 Hours |
| Unit-3: | Maintenance Management: Objectives, types of maintenance systems, equipment maintenance, quality and reliability, concept of failure, equipment history and documents. Maintenance planning, maintenance information system, replacement policy, biomedical technology, application in hospital environment, calibration tests, maintenance features, hazards. Hospital maintenance items, spare parts stocking techniques and policies. | 6 Hours |
| Unit-4: | Inventory: definition, need, scope, objective and importance of for inventory control. Impact of inventory control on profitability of the organization. Different items in hospital inventory and their categories. | 6 Hours |
| Unit-5: | Productivity and work study: method study, work measurement, work sampling and their applications. | 6 Hours |
| Text Books: | 1. Srinivasan A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi. 2. Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi. 3. Gopalakrishna, P., Purchasing and Materials Management, Tata McGraw Hill, New Delhi. | |
| Reference Books | 1. Raghuram, G. and Rang raj, N., Logistics and Supply Chain Management, Concepts and Cases. 2. Sahay, B.S., Supply Chain Management for Global | |

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| | <p>Competitiveness,</p> <p>3. Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Addison Wesley Longman, New Delhi</p> <p>* Latest editions of all the suggested books are recommended.</p> | |
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Semester - IV

Program/Discipline Specific Elective Courses (DSEC)

Hospital Management

(Choose any FOUR out of SEVEN.)

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| Course Code: MBAHM401 | <p align="center">Discipline Specific Elective Course - 10</p> <p align="center">Specialization- Hospital Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Patient Care Services</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the dimensions of hospital services | |
| CO2. | Understanding the administrative structure of a hospital. | |
| CO3. | apply learning to manage medical record department. | |
| CO4. | Developing the medical audit procedures. | |
| CO5. | Assessing and conduction medical audit. | |
| Course Content: | | |
| Unit-1: | Hospital services: Distinction between a hospital and a manufacturing organisation. Criteria of hospital efficiency. Quality healthcare in India, determinants of quality of medical care, indices for measuring hospital efficiency. | 6 Hours |
| Unit-2: | Hospital Administration: Administration department, role of medical superintendent, nursing superintendent, hospital administrator, resident medical officers, night duty executives, public and guest relations officers. Importance of information in patient care, press relations, communication of medical information, patient informative booklets, management of patients' attendants. | 6 Hours |
| Unit-3: | Hospital records management: meaning, purpose, uses and importance, functions, history and significance of medical records, medical forms and registers, global standardization. Computerization and quality control in medical records, qualitative analysis. Legal responsibilities: introduction, personal, impersonal, general policies and procedures of the hospitals for confidentiality maintained for patients records, legal aspects of medical records. Electronic medical records: meaning, purpose, uses and importance, advantages and disadvantages, legal implications. | 6 Hours |
| Unit-4: | Medical audit: objective, medical audit committee, quality assurance, process and outcome. Medico legal cases: custody, disposal, consent, release of information, code of ethics, purpose of confidential relationship, law of evidence, responsibility of hospital. | 6 Hours |
| Unit-5: | Patient care: introduction, importance of improving the quality care of patients, role of natural and human resources in patient care management. Evaluation of patient care services, steps of evaluation, determinants of indices. Factors influencing patient care in a hospital. | 6 Hours |

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| <u>Text Books:</u> | 1. Llewellyne Davis and H.M. McCauley, Hospital Administration and Planning, J.P.Brothers, New Delhi. 2. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol publications, New Delhi... | |
| <u>Reference Books</u> | 1. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice, Oxford Publishers, New Delhi * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM402 | <p align="center">Discipline Specific Elective Course - 11</p> <p align="center">Specialization- Hospital Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Hospital Laws</p> | L-3 T-0 P-0 C-3 |
| <u>Objectives:</u> | This course intends to familiarize and develop understanding of the students of the legal environment and regulations of statutory bodies prevalent in the healthcare sector. | |
| CO1. | Understanding the fundamentals of laws related with Hospital. | |
| CO2. | Understanding the Hospital Laws to deal with such situations and circumstances. | |
| CO3. | Understanding working of a Hospital according to the Laws governing it. | |
| CO4. | Understanding legal problems in relation to health administration. | |
| CO5. | Understanding the medical insurance. | |
| CO6. | Understanding the liabilities of hospital as well as staff. | |
| <u>Learning Outcomes:</u> | At the end of this course students should be able: <ol style="list-style-type: none"> 1. To understand & learn the Laws associated with hospital. 2. To apply the Laws in Hospital management. | |
| Unit-1: | Law and ethics: meaning, concepts, principles. Laws pertaining to health: Central Births and Death Registration Act, 1969, MTP Act, 1971. Laws pertaining to establishment, registration and regulations of hospital. | 6 Hours |
| Unit-2: | Transplantation of Human Organs Act, 1994. Medical negligence, medico legal case, dying declaration, euthanasia (mercy killing), diagnosis, prescriptions and administration of drugs, post treatment services. Laws pertaining to manufacture and sales of drugs: Drugs and Cosmetics Act, 1940; Pharmacy Act, 1948; Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954; Poison Act, 1919. | 6 Hours |
| Unit-3: | Legal implications related to establishment and maintenance of Blood Bank. Legal implications related to ultra-sonography; PNDT Act. Legal implications related to radio-diagnostic installations, Atomic Energy Regulations. Hospitals and labour enactments; Hospital as an industry; unrest in hospitals; dispute settlement mechanism; arbitrates, conciliations and adjudication of disputes. | 6 Hours |
| Unit-4: | Industrial Employment Act, 1946; ESI act, 1948; Employees Provident Fund Act, 1952; Payment of Gratuity Act, 1972; Minimum Wages Act, 1948; Payment of Wages Act, 1936; Industrial Disputes Act, 1947. | 6 Hours |
| Unit-5: | Liability of hospitals, contractual liability, award of damages and compensation, defenses available to hospitals and medical staff, tortious liability and vicarious liability. Legal remedies available to patients, remedies under Consumer Protection Act, 1986. | 6 Hours |
| <u>Text Books:</u> | Gupta D and Gupta S., Government and business, Vikas Publishing House. Varma, D.P.S Monopolies, Trade Regulations and Consumer Protection, Tata McGraw Hill, New Delhi. R.K. Chaube, Consumer Protection and the Medical Profession, Jaypee Publishing, New Delhi. | |

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| | <p>Indian Penal code, Indian Evidence Act, Criminal Procedure Code.</p> <p>Industrial Disputes Act and Indian Companies Act.</p> <p>Indian Medical Council Act.</p> <p>Delhi and NCR Private Medical Care (Establishment, registration and regulation Act).</p> <p>PNDT Act.</p> <p>Drugs and Cosmetics Act.</p> | |
| <u>Reference Books:</u> | | |

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| Course Code: MBAHM403 | Discipline Specific Elective Course - 12 | L-3 T-0 P-0 C-3 |
| | Specialization- Hospital Management | |
| | MBA- Semester-IV | |
| | Healthcare Quality Management | |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the concept, techniques and models of Health Care Quality Management. | |
| CO2. | Understanding the fundamentals of quality improvement and assurance. | |
| CO3. | Analyzing the procedures and standards of assessing quality health care and formulating explicit criteria and standards in health care. | |
| CO4. | Applying total quality management concepts to different processes of health care services so as to get the accreditation of bodies like NABH, NABL, JCI, Australian System etc. | |
| CO5. | Understanding, analyzing and applying the world wide quality organisation in Healthcare to be updated with the world wide standards. | |
| Course Content: | | |
| Unit-1: | Quality in Healthcare: Concept of Quality Care and Quality Management. Organization of quality Management System, Approaches to measurement of Quality. Techniques of Quality Management: Improving Hospital Performance, Patient Participation, Quality Health Care through Patient Satisfaction, Conceptual model of potential Contribution in quality in the health care system. | 6 Hours |
| Unit-2: | Organization wide Quality Improvement in Health Care: Introduction, organizing for Organization wide Quality Improvement fundamentals, A Quality Improvement model of daily Patient Care, Quality Assurance and Quality improvement. | 6 Hours |
| Unit-3: | Assessing Quality Health Care: Some attributes of Quality in Health Care, Some attributes of a Good Patient Practitioners Relationship, The measurement of Quality, Procedure for formulating explicit Criteria and standards, Determinates of Quality, Structure, Process, Outcome. | 6 Hours |

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| Unit-4: | The implementation of Total Quality: Planning Quality, organizing Quality, Evaluating. Outcome Management and Total Quality: Background of Quality outcome, What is quality outcome and what is outcome, Management? Accreditation: NABH, NABL, JCI, Australian System, QCI, Current trends in Healthcare Quality, Accreditation -with special emphasis on JCI Accreditation and NABH Accreditation, Quality Awards (special Emphasis on Malcolm Baldrige Quality Award) | 6 Hours |
| Unit-5: | Healthcare Quality Organization worldwide: Quality Council of India; Quality Assurance Project; Institute of; Medicine (with special reference to the report - Crossing the Quality Chasm); Joint Commission Resources; Health grades; Leap Frog; International Society for Quality in healthcare; American Society for Quality (ASQ); Institute-of Quality Improvement (IHI); National Association for Health /care equality (NAHQ); National Committee for Quality Assurance (NSQA) | 6 Hours |
| <u>Text Books:</u> | 1. Reference Books: Raandi Schmidt J. Trumbo and R. Jonson, Quality in Health Care Sector – ASQC Quality – Press. | |
| <u>Reference Books</u> | 1. Quality Improvement in Health Care, 2nd Ed, Nelson Thrones * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM404 | <p align="center">Discipline Specific Elective Course - 13</p> <p align="center">Specialization- Hospital Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Public Health System and Outreach Programs</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able : | |
| CO1. | Understanding the basic concepts of human health and disease, research, ethical considerations grounded in the history, philosophy, and practice of public health. | |
| CO2. | Applying principles of social justice, through the lens of cultural humility, to achieve and sustain health equity. | |
| CO3. | Understanding national health programmes related to communicable diseases. | |
| CO4. | Analyzing the effects of multiple levels of policy and health systems on population and individual health outcomes and employ strategies to participate in the policy practice. | |
| CO5. | Understanding the inter section of environmental, social, economic, behavioural, biological and political factors influencing human health and identify opportunities for change to prevent hazards related to them. | |
| Course Content: | | |
| Unit-1: | Basic concepts and methods of Epidemiology and application to the variety of disease problems – Health for all and primary Health care – Clinical trials – community trials – ethical considerations – inference from epidemiological studies. | 6 Hours |
| Unit-2: | National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health-Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme, water supply and sanitation, minimum needs programme. | 6 Hours |
| Unit-3: | Alcoholism and drug dependency: Alcohol and alcoholism – opiod drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers. | 6 Hours |
| Unit-4: | Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators. | 6 Hours |
| Unit-5: | Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care. | 6 Hours |

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| <u>Text Books:</u> | 1. Gilienfeld, Foundation of Epidemiology 2. Brilliant Lawrence, Smallpox Eradication in India | |
| <u>Reference Book</u> | 1. Ronald Gold et.al., Pre-Test Self Assessment and Review Principles of Internal Medicine Harrisons Volume 2 * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM405 | <p align="center">Discipline Specific Elective Course - 14</p> <p align="center">Specialization- Hospital Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Health Insurance and Managed Care</p> | L-3 T-0 P-0 C-3 |
| Course Outcomes: | At the end of this course students should be able: | |
| CO1. | Understanding the concept, origin, evolution, models and importance of health insurance, market failure and risks. | |
| CO2. | Analyzing and comparing theories and practices of ethics and professionalism in the healthcare setting. | |
| CO3. | Understanding and applying contemporary developments in healthcare to assess alternative management solutions in healthcare related problems and challenges. | |
| CO4. | Understanding of healthcare financial management for designing and developing benefit packages for multiple applications. | |
| CO5. | Understanding health care origin, growth and policies of managed care system. | |
| Course Content: | | |
| Unit-1: | Health Insurance, Market Failure and Risks Concept of Health Insurance Types, origin, evolution and importance: Private Health Insurance for profit, Private Health Insurance not-for-profit : Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance Public Health Insurance : National Health Insurance, Social Health Insurance Fundamental difference among various Health Insurance Schemes Various models of CHI and MHI tested / implemented in developing countries. Health Insurance in Indian Context Social security: A fundamental concept Risk and Insurance Demand and Supply for Health Insurance Economics of Scale Welfare Loss from Health Insurance Actuarially Fair Premium, Expected Loss, Load Factors Market failure and role of Government Risks : Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning Risk Management Tools. | 6 Hours |
| Unit-2: | Designing Benefit Package and Premium setting Designing Benefit Package : Introduction Issues to be considered : Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand Costing the Benefit Package : Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs Premium Setting : Calculation and | 6 Hours |

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| | determining Premium. | |
| Unit-3: | Provider Payment Mechanism Introduction, fee for services, case payment, daily charge, bonus payment, flat rate payment, capitation, salary, global budget, DRG Comparison of different payment systems. | 6 Hours |
| Unit-4: | Designing and Planning of Community Health Insurance. Pre-Feasibility Study: Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services. Economic situation), information, education and communication, working groups, planning data collection Data collection and analysis: household survey questionnaire design, production of information Feasibility Study : Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management Preparing for Implementation: Practical and logistics Implementation : Launching, enrolment, premium collection, waiting period Monitoring and Evaluation. | 6 Hours |
| Unit-5: | Managed Care Origin, Growth and Development of Managed Care Importance Management Functions of Managed Care System of Managed Care Health Maintenance Organization (HMO) Preferred Provider Organization (PPO) Exclusive Provider Organization (EPO). Physician Hospital Organization (PHO) Independent Practitioner Organization (IPO) Components of Managed Care System Contractor Provider Network Patient Access Systems Utilization Management Claims Payment Customer Service Quality Management. | 6 Hours |
| <u>Text Books:</u> | 1. Peter R. Kongstrvedt (ed), The Managed Health Care Handbook (Aspen Publication, Maryland, USA, 1989) | |
| <u>Reference Books</u> | 1. Healthcare Facilities (American Hospital Association, USA, 1990) 2. V. Rickel and T.N. Wise, Understanding Managed Care (Karger, USA 2000) 3. L.M. Harpster and M.S. Veach, Risk Management Handbook for * Latest editions of all the suggested books are recommended. | |

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| Course Code: MBAHM406 | Discipline Specific Elective Course - 15 | L-3 T-0 P-0 C-3 |
| | Specialization- Hospital Management | |
| | MBA- Semester-IV | |
| | Hospital Informatics & Systems | |
| Course Outcomes: | At the end of this course students should be able : | |
| CO1. | Understanding the concept, types, strategic roles of management information systems. | |
| CO2. | Analyzing and designing and developing information systems that enhance operational efficiencies and strategic goals of organisation. | |
| CO3. | Analysing and understanding the applications of world wide web and making use of it to improve the overall informatics systems of hospitals. | |
| CO4. | Analyzing the current information systems and software's for upgrading the existing policies and procedures in hospitals thereby improving the efficiencies.. | |
| CO5. | Developing the management information systems for better decision making while considering professional and ethical challenges. | |
| Course Content: | | |
| Unit-1: | Meaning and role of information systems. Types of information systems: operations support systems, management support systems, expert systems and knowledge management systems. Information systems for strategic management: competitive strategy concepts, strategic role of information systems. | 6 Hours |
| Unit-2: | Health informatics: introduction, Healthcare information literacy, database management system, application of health information system. Electronic medical records: overview, legal aspects of electronic medical records, advantages and disadvantages. | 6 Hours |
| Unit-3: | Decision Support Systems: MIS support for decision making; decision support systems. Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimization analysis. Emerging concepts in information system design and application. | 6 Hours |
| Unit-4: | Hospital Information System Management and software applications in registration, billing, investigations, reporting, ward management and bed distribution, medical records management, materials management and inventory control, pharmacy management, dietary services management, information processing. Executive information system; | 6 Hours |

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| | expert support systems; security and ethical challenges. | |
| Unit-5: | World Wide Web: introduction, web access through on-line services, using web browser, weaning a better Web. Internet and Intranet: meaning of internet; difference between the internet and intranet; Introduction to TCP/IP; setting up an internet, internet addressing, types of internet connections. | 6 Hours |
| <u>Text Books:</u> | 1. Kenneth, Laudon and Jane Laudon MIS: Managing the Digital Firm, Pearson Education. 2. James, A. O'Brien Introduction to Information Systems, Tata McGraw Hill. | |
| <u>Reference Books</u> | 1. Turban, E., McLean, E. and Wetherbe, J., Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons. 2. Jawadekar, W. S., Management Information Systems. Tata McGraw Hill * Latest editions of all the suggested books are recommended. | |

Summer Internship ReportEvaluation

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| Course Code: MBAVV351 | MBA - Semester-III | L-0 T-0 P-0 C-6 |
| | Summer Internship Report Evaluation | |
| <u>Course Objective:</u> | <p>This course intends to familiarize and develop understanding of the students about the hospital/organizational set up, know about the functioning of various sections/departments of a hospital/organization/company in general and gain hand-on experience of a specific job function of the chosen hospital/organization. The main aim is to acquaint the student with the practical day-to-day functioning of a hospital/organization with a motive to facilitate training in a specific skill/area of that hospital/organization.</p> <p>Students will undergo summer internship at the end of II semester. The duration will be 45- 60 days of training.</p> | |
| <u>Course Outcomes:</u> | <p>At the end of this course students should be able to:</p> <ol style="list-style-type: none">1. Understanding the various departments, sections of an organization, staffing, administration and different levels of hospitals.2. Understanding various terminologies used in hospitals.3. Demonstrating the specialization/ special skills required to work in a particular section/ department of a hospital.4. Working in tandem with the supervisor/mentor's goals of a hospital.5. Evaluating the general working environment, processes and systems of the organization where the student has work.6. Explaining what he/she has observed and understood about a specific working/skill area of the particular section of the hospital in which he/she worked.7. Writing a detailed report on the summer training. | |
| Course Content: | <ol style="list-style-type: none">1. A brief introduction is given by the host hospital on its various departments and administrative functions.2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervisor of the hospital.3. Students will write notes on the salient features of activities of different departments.4. Each student shall prepare a structured report after the successful completion internship.5. Students with help of faculty guide will carry out analysis of the visit reports.6. Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members to be appointed by the Director/ Principal of the college.7. The assessment will be out of 100 marks (External Marks-50, Internal Marks-50).8. The report (based on general training or the problem centric training) prepared by the student will be termed as Summer Training Report. The report should ordinarily be based on primary data. It should reflect in depth learning during summer training. The average size of Report ordinarily will be 30 to 60 typed pages in Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper | |
| Evaluation Scheme | | |
| The assessment will be out of 100 marks | | |

| Details | Report Work | Domain Knowledge | Viva Voce | Total |
|-----------------|--------------------|-------------------------|------------------|--------------|
| Internal | 15 | 15 | 20 | 50 |
| External | 15 | 15 | 20 | 50 |

Format for Summer Internship Report

| S.No | Detail | Page No. |
|--|---|----------|
| 1 | Cover / title page | 1 |
| <p style="text-align: center;"> (Topic/Department/Area) At (Name of the Hospital / Organisation) In partial fulfillment for the award of the degree of MBA (Hospital Management) </p> <div style="text-align: center;">  </div> <p style="text-align: center;"> Teerthanker Mahaveer Institute of Management and Technology (TMIMT) Teerthanker Mahaveer University, Moradabad. Uttar Pradesh </p> <div style="display: flex; justify-content: space-between;"> <div> Submitted by: Student Name II Semester Year </div> <div> Submitted to Internal Guide Name Designation TMIMT, TMU </div> </div> <div style="text-align: center; margin-top: 20px;"> Under Supervision of External Guide Name Designation </div> | | |
| 2 | Acknowledgement | 1 |
| 3 | Certificate issued from the Company / organization/ Hospital. | 1 |

| | | | | | |
|--|---|---------|-------|---|---------|
| 4 | Table of content (Index) –with page numbers clearly identified | | | | 1 |
| 5 | Hospital/Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address) | | | | 5-6 |
| 6 | Objectives of training | | | | 1 |
| Important Note | | | | | |
| Student has to choose out of General Training (GT) or Problem Centric Training. (PCT) The details are given below: | | | | | |
| S.No | General Training (GT) | Page No | S.No. | Problem Centered Training (PCT) | Page No |
| 1 | Introduction of the department/s or the area assigned during training. | 2-3 | 1 | Introduction to the topic | 4-5 |
| 2 | Intern role during internship | 1 | 2 | Research Objectives | 1-2 |
| 3 | Observations (including explanation of Processes) | 1-2 | 3 | Research methodology | 1-2 |
| 4 | Role of (department/s or the area assigned) in the organization | 1-2 | 4 | Data analysis & interpretation | 5-8 |
| 5 | Key learning | 1-2 | 5 | Results & Findings | 1-2 |
| 6 | Recommendations (if any) | 1 | 6 | Recommendations | 1 |
| 7 | Conclusion | 1 | 7 | Limitations | 1 |
| | | | 8 | Conclusion | 1 |
| | | | 9 | References | 1-2 |
| | | | 10 | Appendices, viz., - Questionnaire - Checklist | 1-2 |


| | | | |
|--|--|--------------|--|
| | | - Tables etc | |
|--|--|--------------|--|

Dissertation Report Evaluation

**(Based on: On the Job Training (OJT) / Hospital Centric Research /
Start-Up Engagements / Family Business Exposure)**

| | | |
|--|---|--|
| Course Code: MBAVV451 | <p style="text-align: center;">MBA - Semester-IV</p> <p style="text-align: center;">Dissertation Report Evaluation</p> <p style="text-align: center;">(Based on: On the Job Training (OJT)/ Hospital Centric Research / Start-Up Engagements/ Family Business Exposure)</p> | L-0 T-0 P-0 C-9 |
| Course Outcomes | At the end of this course students should be able to : | |
| CO1. | Understanding the working of various departments and associated problems. | |
| CO2. | Understanding the importance of process and methods of research, and their applicability. | |
| CO3. | Understanding the working on the designing tools to collect data for research and evaluation. | |
| CO4. | Applying statistical tools for data processing to get information. | |
| CO5. | Demonstrating the results to prove their findings. | |
| CO6. | Writing a report with effectiveness. | |
| CO7. | Assessing the probable solution to a given research problem. | |
| Course Content: | The students have to submit a detail report based on: On the Job Training (OJT)/ Hospital Centric Research/ Start-Up Engagements / Family Business Exposure by the students during the fourth semester. At the ends of third semester students have to inform about the choice from the above options to the program coordinator. The student will submit a detail report at the end of fourth semester, which will form part of fourth semester examination. A performance appraisal by the organization authority will be attached along with the report in case of OJT only. | |
| | The dissertation report (based on: On the Job Training (OJT)/ Hospital Centric Research/ Start-Up Engagements / Family Business Exposure) should ordinarily be based on the in-depth experience gained during any of the above engagements. The detail report of above should be prepared mentioning brief note on the business activity of the organization, its structure, details of products / services, detail report on experiential learning, status report on business/market environment in which the business activities performed, compliance report, market feasibility report and bank account details in case of Startup / Family Business, and limitation/challenges faced. Report should have Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report are required to be submitted to the university. The report will be typed in A-4 size paper. | |

| Evaluation Scheme | | | | |
|-------------------|---------------|------------------|---------------------------|-------|
| Details | Research Work | Domain Knowledge | Viva Voce/Presentation | Total |
| Internal | 20 | 10 | 20 | 50 |
| External | 20 | 10 | 20 | 50 |

| <p align="center">Format of</p> <p align="center">Dissertation Report</p> <p align="center">(Based on: On the Job Training (OJT)/ Hospital Centric Research / Start-Up Engagements/ Family Business Exposure)</p> | | |
|--|----------------------|----------|
| S.No | Detail | Page No. |
| 1 | Title of the Project | 1 |
| <p align="center">..... (Topic/Department/Area)</p> <p align="center">At</p> <p align="center">(Name of the Hospital/ Organisation / Start-Up/ Family Business)</p> <p align="center">In partial fulfillment for the award of the degree of MBA (Hospital Management)</p> <div align="center">  <p>Teerthanker Mahaveer Institute of Management and Technology (TMIMT)</p> <p>Teerthanker Mahaveer University, Mordabad. Uttar Pradesh</p> </div> <div> <div> <p>Submitted by:</p> <p>Student Name</p> <p>II Semester</p> <p>Year</p> </div> <div> <p>Submitted to</p> <p>Internal Guide Name</p> <p>Designation</p> <p>TMIMT, TMU</p> </div> </div> <div align="center"> <p>Under Supervision of</p> <p>External Guide Name</p> <p>Designation</p> </div> | | |
| 2 | Acknowledgement | 1 |

| | | |
|--|---|----------------|
| 3 | Certificate (from the Hospital / organization) | 1 |
| 4 | Table of content (Index) –with page numbers clearly identified | 1 |
| 5 | Hospital/Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address) | 3-4 |
| 6 | Objectives of OJT/ Hospital Centric Research/ Start-Up/ Family Business | 1 |
| Important Note | | |
| Student has to finalize the topic of the dissertation in consultation with faculty guide (Internal) and industry supervisor (external guide) | | |
| S.No | Problem Centered Training | Page No |
| 1 | Introduction to the topic in case of OJT / Hospital Centric Research Introduction of the / Startup / Family Business | 4-5 |
| 2 | Objectives of Experiential Learning during OJT/ Hospital Centric Research / Startup/ Family Business | 1-2 |
| 3 | Market / Business Environment in which business activities performed. | 1-2 |
| 4 | Processes and Practices learnt during OJT/ Hospital Centric Research / Startup/ Family Business | 5-8 |
| 5 | Findings and Learning outcomes during OJT/ Hospital Centric Research / Startup/ Family Business | 1-2 |
| 6 | Challenges and Limitations faced by the student during OJT/ Hospital Centric Research / Startup/ Family Business | 1 |
| 7 | Future Scope of your learning | 1 |
| 8 | Conclusion/ Summary | 1 |

| | | |
|----|---|-----|
| 9 | References/ Bibliography (if any) | 1-2 |
| 10 | <p>Appendices, viz.,</p> <ul style="list-style-type: none"> • Copy of Certificate • Detail of Bank Account • Rent Agreement Deed • Detail of Bank Loan • Any other approvals • Any other documents required | 1-2 |

Report on Hospital Practices
(Based on Practical Exposure at Hospital)

| | | | | |
|--|---|-----------------------------|-------------------------------|--|
| Course Code: MBAVV352 | MBA (HM) - Semester-III | | | L-2 T-0 P-2 C-3 |
| | Report on Hospital Practices – I | | | |
| Course Outcomes: | At the end of this course students should be able: | | | |
| CO1. | Understanding to prepare report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital. | | | |
| CO2. | Analyzing the existing practices and suggests changes that benefit the hospital administration. | | | |
| CO3. | Analyzing the existing systems and draw attention towards the limitations of research practices and overall development policies. | | | |
| CO4. | Developing research writing and report writing skills. | | | |
| CO5. | Developing implementation –plan in HR, marketing and financial practices. | | | |
| Course Content: | | | | |
| | Students will be given detailed information about the functioning of the different departments and general working environment of the hospital, they will be asked to appreciate special demands and understand various managerial protocols, in different patient care areas of the hospital. They are supposed to learn and get familiar with the functions and activities of the different departments of the hospital | | | |
| | Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital | | | |
| | A performance appraisal certificate shall be issued by the hospital administrator or medical superintendent | | | |
| | Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members appointed by the Director of the college | | | |
| Evaluation Scheme | | | | |
| The assessment would be out of 100 marks. | | | | |
| Detail | Report Work | Department Knowledge | Viva Voce/Presentation | Total |
| External | 15 | 15 | 20 | 50 |
| Internal | 15 | 15 | 20 | 50 |
| Departments to be visited are | | | | |
| S.No. | Department to be visit | | S.No. | Department to be visit |
| 1 | IT Department | | 10 | Stores |
| 2 | Reception | | 11 | House Keeping |
| 3 | Reception | | 12 | Central Sterile Supply Dept |
| 4 | Registration | | 13 | Library in Hospital |
| 5 | Admission | | 14 | Emergency |
| 6 | Billing & Discharge | | 15 | Critical Care Unit |

| | | | |
|---|--|---------------------------|----------------------------|
| 7 | OPD Services | 16 | Medical Record |
| 8 | Marketing & Public Relation Office | 17 | Operation Theatre |
| 9 | Pharmacy Services | 18 | Any Other |
| Format of Report on Hospital Practices | | | |
| S.No | Details of Report on Hospital Practices | | Page No. |
| 1 | Introduction | | 1 |
| 2 | Functioning of department | | 3-4 |
| 3 | Observation | | 1-2 |
| 4 | Recommendation | | 1-2 |
| 5 | Conclusion | | 1 |
| Performance Appraisal of Student (to be filled by Hospital Supervisor) | | | |
| 1 | Student Name: | | |
| 2 | Program: | MBA (Hospital Management) | |
| 3 | Session: | | |
| 4 | Enrollment No: | | |
| You are requested to provide your opinion on the following parameters: | | | |
| Category | Category Detail | | Please tick any one |
| A | Outstanding | | |
| B | Good | | |
| C | Satisfactory | | |
| D | Unsatisfactory | | |
| S.No. | Detail of Parameter | | Award |

| | | |
|-------------------------------------|--|--|
| 1 | Technical knowledge gathered about the healthcare industry and the job he/she was involved | |
| 2 | Communication Skills: Oral / Written / Listening skills | |
| 3 | Ability to work in a team | |
| 4 | Ability to take initiative | |
| 5 | Ability to develop a healthy relationship with others | |
| 6 | Ability to relate theoretical learning to the practical training | |
| 7 | Creativity and ability to innovate with respect to work methods and procedures | |
| 8 | Ability to grasp new ideas and knowledge | |
| 9 | Presentations skills | |
| 10 | Documentation skills | |
| 11 | Sense of Responsibility | |
| 12 | Acceptability (patience, pleasing manners, the ability to instill trust, etc.) | |
| 13 | His/her ability and willingness to put in hard work | |
| 14 | Punctuality | |
| 15 | In what ways do you consider the student to be valuable to the organization? | |
| Any other comments | | |
| Assessor's overall rating | | |
| Assessor's Name | | |
| Designation: | | |
| Name and address of Hospital | | |

| | |
|-----------------------------|--|
| Email id: | |
| Contact No: | |
| Assessor's Signature | |
| Date | |

| | | | | |
|--|--|-----------------------------|-------------------------------|--|
| Course Code: MBAVV452 | MBA (HM) - Semester-IV | | | L-2 T-0 P-2 C-3 |
| | Report on Hospital Practices – II | | | |
| Course Outcomes: | At the end of this course students should be able to: | | | |
| CO1. | Understanding to prepare report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital. | | | |
| CO2. | Analyzing the existing practices and suggests changes that benefit the hospital administration. | | | |
| CO3. | Analyzing the existing systems and draw attention towards the limitations of research practices and overall development policies. | | | |
| CO4. | Develop research writing and report writing skills. | | | |
| CO5. | Developing implementation –plan in HR, marketing and financial practices. | | | |
| Course Content: | Students will be given detailed information about the functioning of the different departments and general working environment of the hospital, they will be asked to appreciate special demands and understand various managerial protocols, in different patient care areas of the hospital. They are supposed to learn and get familiar with the functions and activities of the different departments of the hospital. | | | |
| | Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital. | | | |
| | A performance appraisal certificate shall be issued by the hospital administrator or medical superintendent | | | |
| | Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members appointed by the Director of the college | | | |
| Evaluation Scheme | | | | |
| The assessment would be out of 100 marks. | | | | |
| Detail | Report Work | Department Knowledge | Viva Voce/Presentation | Total |
| External | 15 | 15 | 20 | 50 |
| Internal | 15 | 15 | 20 | 50 |
| Departments to be visited are | | | | |
| S.No. | Department to be visit | | S.No. | Department to be visit |
| 1 | Maintenance Department | | 11 | Laboratory Services |
| 2 | Bio-Medical Department | | 12 | Imaging Services |
| 3 | Diagnostic Imaging | | 13 | Personnel / H R Dept |

| | | | |
|-----------|-----------------------|-----------|-----------------------------|
| 4 | Dental Service | 14 | Laundry & Linen Services |
| 5 | Dialysis Unit | 15 | Kitchen & Dietary Services |
| 6 | Burn Units | 16 | Marketing |
| 7 | Blood Bank | 17 | Computerized Medical Record |
| 8 | Mortuary | 18 | Security Services |
| 9 | Telemedicine | 19 | Transportation Services |
| 10 | Medical transcription | 20 | Wards |

Format of Report on Hospital Practices

| S.No | Details of Report on Hospital Practices | Page No. |
|-------------|--|-----------------|
| 1 | Introduction | 1 |
| 2 | Functioning of department | 3-4 |
| 3 | Observation | 1-2 |
| 4 | Recommendation | 1-2 |
| 5 | Conclusion | 1 |

Performance Appraisal of Student (to be filled by Hospital Supervisor)

| | | |
|---|----------------|---------------------------|
| 1 | Student Name: | |
| 2 | Program: | MBA (Hospital Management) |
| 3 | Session: | |
| 4 | Enrollment No: | |

You are requested to provide your opinion on the following parameters:

| Category | Category Detail | P l e a s e t i c k |
|-----------------|------------------------|--|
| | | |

| | | |
|--------------|--|--|
| | | a n y o n e |
| A | Outstanding | |
| B | Good | |
| C | Satisfactory | |
| D | Unsatisfactory | |
| S.No. | Detail of Parameter | Awa rd |
| 1 | Technical knowledge gathered about the healthcare industry and the job he/she was involved | |
| 2 | Communication Skills: Oral / Written / Listening skills | |
| 3 | Ability to work in a team | |
| 4 | Ability to take initiative | |
| 5 | Ability to develop a healthy relationship with others | |
| 6 | Ability to relate theoretical learning to the practical training | |
| 7 | Creativity and ability to innovate with respect to work methods and procedures | |
| 8 | Ability to grasp new ideas and knowledge | |
| 9 | Presentations skills | |
| 10 | Documentation skills | |
| 11 | Sense of Responsibility | |
| 12 | Acceptability (patience, pleasing manners, the ability to instill trust, etc.) | |
| 13 | His/her ability and willingness to put in hard work | |
| 14 | Punctuality | |

| | | |
|-------------------------------------|--|--|
| 15 | In what ways do you consider the student to be valuable to the organization? | |
| Any other comments | | |
| Assessor's overall rating | | |
| Assessor's Name | | |
| Designation: | | |
| Name and address of Hospital | | |
| Email id: | | |
| Contact No: | | |
| Assessor's Signature | | |
| Date | | |

Viva Voce
(Comprehensive)

| | | | | |
|---------------------------------|--|-------------------|-----------------------------|--|
| Course Code: MBAVV251 | MBA- Semester-II | | | L-0 T-0 P-0 C-6 |
| | Comprehensive Viva Voce | | | |
| Course Outcomes: | | | | |
| CO1. | Preparing comprehensively to answer questions from all the courses of the present semester. | | | |
| CO2. | Understanding and developing oralcommunication and presentation skills by answering questions in precise and concise manner. | | | |
| CO3. | Developing confidence and inter-personal skills. | | | |
| Course Content: | | | | |
| Course Guidelines: | The comprehensive viva voce is scheduled to be held at the end of II Semester in the first year. | | | |
| | This is also to measure the articulation of what is being learnt by them and see their relevance in the practical field. | | | |
| | The Total marks of viva are 100. | | | |
| | The internal marks (50 marks) will be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of a panel of at least two faculty members to be appointed by the Director / Principal of the College | | | |
| | The external marks (50 marks) will also be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of the external examiner to be appointed by the examination division of the University. | | | |
| Evaluation Scheme | | | | |
| Detail | Course/Domain Knowledge | Confidence | Communication Skills | Total |
| Internal | 20 | 15 | 15 | 50 |
| External | 20 | 15 | 15 | 50 |

