



### **SUMANDEEP VIDYAPEETH**

**Declared as Deemed to be University under Section 3 of UGC Act, 1956**  
**Accredited by NAAC with a CGPA of 3.53 on a Four Point scale at 'A' Grade**  
**Category – I Deemed to be University Under UGC Regulation 2018**  
**At Post -Pipariya, Taluka - Waghodiya, District - Vadodara, Gujarat State, India.**  
**Pin code - 391760.**

### **CURRICULUM**

**For**

**MBA(Healthcare) Full Time**

**In integration with**

**Evidence Based Education System**

## REGULATIONS

### 1. DEFINITIONS AND NOMENCLATURE

In this Regulation, unless the context otherwise requires:

- a. **“Programme”** means MBA programme in Healthcare Management
- b. **“Course”** means a theory subject that is normally studied.
- c. **“Institution”** means SumandeepVidyapeeth Deemed to be University, including off campus and off shore units.

### 2. PROGRAMME OFFERED

1. Master of Business Administration in Healthcare Management **[MBA (Healthcare)]**- Full Time

### 3. PROGRAMME CONDUCTION

Above programme is conducted by **Department of Management, constituent of SumandeepVidyapeeth** (An Institution Deemed to be University), At & Post Piparia, Waghodia, Vadodara – 391760. Gujarat, India.

### 4. ELIGIBILITY

1. Master of Business Administration in Healthcare Management **[MBA (Healthcare)]**- Full Time:
  - Candidate who have MBBS/ BDS/ BPT/ BAMS/ BHMS or other valid graduation degree having a valid CAT/ MAT/ XAT/ SNAP score or other recognized entrance exam score are eligible. Any candidate who didn't appear for any recognized entrance exam is required to clear the university entrance examination.

### 5. PROGRAM OUTCOMES

**After completion of the following Programmes, the students will be able to:**

#### **MBA (Healthcare)**

- Develop management professionals who can serve various segments of healthcare industry at Managerial level.
- The program fulfils the objective that make sure for students to have an in-depth understanding of the drivers behind health reforms and be able to implement strategies for effective management within a broader climate of systemic change.
- The program of full time and part time MBA(Healthcare) aims to ensure instilling General Management Skills, Specialized Management Skills, Healthcare Management Skills, research aptitude and entrepreneurial skills among the students.

### 6. STRUCTURE OF THE PROGRAMME

- MBA (Healthcare) programme's curriculum consists of theoretical courses, project works, Hospital Interactions, Internship and Internship Dissertation with well defined syllabi and/or guidelines.

### 7. MEDIUM OF INSTRUCTIONS & PEDAGOGY

The medium of instructions is English. The courses are delivered through a slew of modern teaching techniques such as Case Study, Lecture, Seminars, Fields Visits, Group Projects, Role-Playing, Experiential Learning and Simulated Exercises to give the student an opportunity to learn by doing. The actual mix varies with the nature of course.

### 8. COURSES OF THE PROGRAMME

- i) The course outline for **MBA (Healthcare) program in full time** is based on evidence-based education system. The outline for courses is as follows:

SEMESTER – I					
Course Code	Course Name	Marks			Credits Hours
		Internal	University	TOTAL	

		<b>Evaluation</b>	<b>Exam.</b>		
GM102	Management Practices&Behavioral Sciences	100	100	200	3
FM101	Accounting for Manager	100	100	200	3
HM145	Economics for Healthcare Manager	100	100	200	3
GM122	Quantitative Techniques for Manager	100	100	200	3
HM111	Healthcare & Hospital Information System	100	100	200	3
GM129	Business Law & Ethics	100	100	200	3
HM133	Healthcare Environment	100	100	200	3
GM106	Communication Skills – I	100	100	200	2
HM139	Hospital Interaction – I	150	50	200	3
IV101	Industrial Visit	200	0	200	2

### SEMESTER – II

<b>Course Code</b>	<b>Course Name</b>	<b>Marks</b>			<b>Credits Hours</b>
		<b>Internal Evaluation</b>	<b>University Exam.</b>	<b>TOTAL</b>	
GM124	Research Methodology in Business	100	100	200	3
MM110	Marketing Management	100	100	200	3
FM106	Financial Management	100	100	200	3
HM136	Healthcare Ethics & Law	100	100	200	3
GM107	Communication Skills – II	100	100	200	2
HR101	Human Resource Management	100	100	200	3
HM144	Hospital Services and Operations Management	100	100	200	4
HM140	Hospital Interaction – II	150	50	200	3
GM127	Summer Internship Project	100	100	200	10
IV102	Industrial Visit	200	0	200	2
CB101	Competency Building Program	200	0	200	2

### SEMESTER – III

<b>Course Code</b>	<b>Course Name</b>	<b>Marks</b>			<b>Credits Hours</b>
		<b>Internal Evaluation</b>	<b>University Exam.</b>	<b>TOTAL</b>	
GM125	Strategic Management	100	100	200	3
HM134	Hospital safety and Waste Management	100	100	200	2
HM103	Community Health, Epidemiology & Population Management	100	100	200	3
HM142	Global Health: Policies and Program	100	100	200	4
HM143	Quality Management in Hospitals	100	100	200	2
HM141	Healthcare Projects	200	0	200	3
IV103	Industrial Visit	200	0	200	2
<b>FUNCTIONAL COURSES – FINANCE (ELECTIVE GROUP A)</b>					
FM122	Investment and Risk Management	100	100	200	3
FM107	Financial Services Management	100	100	200	3
FM123	Strategic Finance and Taxation Management	100	100	200	3

FUNCTIONAL COURSES – MARKETING (ELECTIVE GROUP B)					
MM123	International Marketing & Consumer Behaviour	100	100	200	3
MM124	Service Marketing & Sales Management	100	100	200	3
MM125	Advertising & Brand Management	100	100	200	3
FUNCTIONAL COURSES –HUMAN RESOURCE (ELECTIVE GROUP C)					
HR108	Compensation Management and Labour Laws	100	100	200	3
HR109	Human Resource Development & Organizational Training	100	100	200	3
HR110	Strategic Human Resources & Change Management	100	100	200	3

SEMESTER – IV					
Course Code	Course Name	Marks			Credits Hours
		Internal Evaluation	University Exam.	TOTAL	
HM124	Medical Tourism	100	100	200	1
HM129	Health Insurance	100	100	200	2
HM135	Hospital Architecture, Planning & Maintenance	100	100	200	3
HM138	Healthcare Communication & Delivery System	100	100	200	3
HM132	Patients Relations & Nursing Management	100	100	200	3
GM130	Business Proposal Report	150	50	200	3
GM131	Internship Dissertation	100	100	200	12
CB102	Competency Building Program	200	0	200	2

❖ **Total Credits of Program: 123 (1 Credit is equal to 15 contact hours of teaching and 30 contact hours of practical training and field projects including examination and evaluation. (Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)**

\* Viva Voce by external examiners

**Students have an option to make choice to earn 9 credits from group A, B & C during semester III. The choice-based credit also includes the practical courses like industrial visit, summer internship, health care project, competency building program, internship dissertation and business proposal report where the students have option to make choice.**

## 9. ASSESSMENT OF THE PROGRAMME

### MBA(Healthcare) Full Time

- The MBA Program is carried out based on semester pattern with four semesters in two academic years.
- The assessment pattern for MBA program comprises a module of End Semester examination carried out by the University and internal evaluation by The Department of Management.
- All the subjects have 100 marks of University End Semester exam and 100 marks of internal evaluation. Internal evaluation comprises of 30% mid semester exam and 70% for Continuous Evaluation. The best out of the three class test will be considered for the purpose of internal evaluation.
- There will be two mid semester examination which shall carry the equal weightage and the best out of the two examinations shall be calculated for the purpose of evaluation. The best out of the three class test will be considered for the purpose of internal evaluation.**
- There will be two mid semester examination which shall carry the equal weightage and the best**

**out of the two examinations shall be calculated for the purpose of evaluation.** The two mid semester examinations would be followed by the final end semester university examination. **(Amended as per Board of Studies letter no MBA/OW/29082019/700 dated 26th August 2019 and Vide Notification of Board of Management Resolution Ref No. SVDU/NOTFN/06/2019-20 dated 25th November 2019)**

vi) Continuous Evaluation comprises of the following:

S.No	Component of evaluation
1	THEORETICAL: Class Test and Quizzes at the end of session on conclusion of topic.
2	ANALYTICAL: At least two from the following 1. Assignment 3. Presentations 4. Case Study 5. Field Project/Live Project 6. Any other to be decided by faculty depending upon nature of subject

vii) The passing norm is minimum 50 % of total marks, i.e., minimum 100 marks out of 200.

**viii) For the students, who secured less than 50% of the total internal evaluation, the reassessment of any component of internal evaluation will be undertaken after the review meeting with the head of institute.(Amended as per Board of Studies letter no MBA/OW/05102020/879 dated 5<sup>th</sup> October 2020 and Vide Notification of Board of Management Resolution Ref No. SVDU/R/1271-4/2020-21 dated 30<sup>th</sup> December 2020)**

ix) ATKT shall be given to a student if he/she fails to fulfill the passing criteria.

x) He/ She can carry the back log of their respective ATKTs till fourth semester and shall be required to clear them before the fourth semester university examination.

xi) The guideline for setting of question paper of University Exam are as follows:

Q. No.	Question Type	Description	Option Scheme	Break of Points	Total Points
<b>SECTION I</b>					
Q.1	Objective Type Question	True and False/MCQs/Fill in the Blanks/Match Making	Compulsory	1 Point X 5 Questions	5
Q.2	Short/ Definitional /Conceptual Questions	Short Questions/ Definitions/ Meanings/ Conceptual Questions	Attempt any 3 out of 4	5 Points X 3 Questions	15
Q.3	Medium type question/ Analytical Questions / Practical Questions	Brief Notes, Short cases, Sum/Practical (Whatever is applicable)	Attempt any 4 out of 5	7.5 Points X 4 Questions	30
<b>SECTION II</b>					
Q.1	Objective Type Question	True and False/MCQs/Fill in the Blanks/Match Making	Compulsory	1 Point X 5 Questions	5
Q.2	Long Questions	Elaborative note on theoretical/Analytical/ Applied Questions/Brief Case/Sum or Practical	Attempt any 1 out of 2	15 Points X 1 Question	15

		(Whatever is applicable)			
Q.3	Practical Questions / Case Study	Full/Elaborative Questions/Sum or Practical/Case Study	Compulsory	15 Points X 2 Questions or 30 point x 1 Question	30

\*However, the paper setter has the full authority to change the pattern up to 25% of the total marks subject to the respective course content.

xii) Duration of the End Semester Examination is 3 hours.

xiii) The evaluation of both the sections of the university end semester examination shall be done by both internal and external examiners. However, the allocation of respective sections to each evaluator shall be decided by the Chairman of examination of subsequent semester. The examiner should have at least 5 years of academic and/or industrial experience. In case of Viva Voce, the external examiner with at least 10 years of academic and/or industrial experience. should be encouraged.

xiv) After adding the internal marks with the marks secured by the student in the University examination, the marks will be converted into a letter grade as per the following:

Sr. No.	% of Marks	Letter Grade	Grade Point	Performance
1	85 – 100	AA	10	Exceptional
2	75 – 84	AB	9	Excellent
3	65 – 74	BB	8	Very Good
4	55 – 64	BC	7	Good
5	50 – 54	CC	6	Satisfactory
6	Less than 50	FF	0	Fail

xv) **Calculation of SGPA**(Semester Grade Point Average) is as follow:

$$SGPA = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

Where (C<sub>i</sub>) indicates the Total Credit of Subject, (G<sub>i</sub>) indicates Grade point for grade achieved. For Example a student in a semester has achieved

Sr. No.	Subjects	Total Credit of Subject (C <sub>i</sub> )	Grade achieved by student	Grade for grade achieved (G <sub>i</sub> )	C <sub>i</sub> * G <sub>i</sub>
1	Statistics	3	AA	10	30
2	Economics	3	AB	9	27
3	Accounts	3	BC	7	21
4	Marketing	3	BC	7	21
5	Communication	2	CC	6	12
6	Project	6	CC	6	36
<b>ΣC<sub>i</sub></b>		<b>20</b>	<b>ΣC<sub>i</sub>G<sub>i</sub></b>		<b>147</b>

Now putting the value on above formula

$$SGPA = 147/20 = 7.35$$

xvi) **Calculation of CGPA** (Cumulative Grade Point Average): The CGPA (Cumulative Grade Point Average) will be calculated by same formulae, but for the sum of being over all the courses taken in current and preceding semester. However, in calculating CGPA, any fail grade which the student might have earned but has subsequently passed will be replaced by passing grade in the subject.

- xvii) Formula for **conversion of equivalent percentage of CGPA** :An equation to find equivalent percentage of CGPA may be obtained as follows:

$$\text{Equivalent Percentage} = (\text{CGPA} - 0.5) \times 10.$$

- xviii) **CGPA Equivalent Class:** The equivalence of CGPA to the class of result is as follow:

Sr. No.	CGPA	Equivalent Class
1	Below 5.5	Pass class
2	5.5 & above	Second class
3	6.5 & above	First class
4	7.1 & above	First class with Distinction

For Example CGPA of a student is 7.189, then Equivalent Percentage shall be calculated as follows:

$$\begin{aligned}\text{Equivalent Percentage} &= (7.189 - 0.50) \times 10 = 6.689 \times 10 \\ &= 66.89\% - (\text{First Class})\end{aligned}$$

- xix) **Declaration of Final Year / Semester Result:** Students, who fail to meet the passing criteria at the Final semester examination, would have to appear in the remedial examination to clear the final semester. Their Final semester's result shall be kept withheld by the university till he/she clears remedial examination.

## 10. PRACTICAL TRAINING/EXERCISES

### MBA(Healthcare) Full Time

To create an industry ready manager who can meet different managerial challenges in his/her work assignment, practical knowledge and hand on experience about the operations plays a vital role. Keeping this point in mind, following practical training/exercises has been designed as a part of academic curriculum of programme in which students are directly involved in operations of industry.

**Keeping in mind some unforeseen situations like outbreak of COVID 19, the mode of conduct of the following courses can be done through online mode.(Amended as per Board of Studies letter no MBA/OW/29062020/834 dated 29th June 2020 and Vide Notification of Board of Management Resolution Ref No. SVDU/NOTFN/0209/2019-20 dated 30th July 2020)**

- Field Projects in courses:** Every student either individually or in a group is assigned a field project(s), which enable them to apply their theoretical knowledge that they had gained in working environment. The same field project(s) shall be part of internal evaluation of respective courses.
- Summer Internship Project:** The students will be required to undergo Ten Weeks Full Time practical training in any organization after completion of second semester. They are expected to understand the operations of different managerial areas of the organization and demonstrate the knowledge and skills in studying and analyzing a selected problem in the work situation, in a systematic manner while suggesting solution to the management of the organization. Each student is required to study the problem under the guidance of a faculty member of the Department of Management and supervisor nominated by the company/organization. This is mandatory for all the students for their promotion in second year. The failure in Summer Internship Project causes repetition of entire first year of the program.
- Hospital Interaction:** The students are required to visit hospital/healthcare organizations for at least 180 hours during their first and second semesters. They are required to maintain log book for their hospital visit as per the guideline. They are also required to do a minor individual project in Hospital/Healthcare organization along with their observations of hospital operations and task assigned to them.
- Healthcare Projects:** The students are also allocated different projects in healthcare sectors in general and of community and public health in particular in third semester. They are expected to visit different organizations involved in public health management and manage different community outreach activity. Their performance during their project should be continuously evaluated by assigned faculty supervisor.

- v) **Industrial Visit:** The students are required to visit hospital or allied healthcare set up at least for three years as a part of their curriculum in 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> semester respectively. They are required to prepare a status report based on their respective observation during their visit. Their performance during the project should be continuously evaluated by assigned faculty supervisor.
- vi) **Business Proposal Report:** To encourage the entrepreneurial spirit and to understand practical aspects of development and setting up of new business enterprise, every student has to prepare Business Proposal Report mainly emphasizing on generation of business ideas, Business feasibility analysis, strategic planning of business with special emphasis on Financial, Marketing, Human Resources and Production and/or Operations aspects in different phases etc. It is considered as a separate course consists of three credits.
- vii) **Internship Dissertation:** To strengthen technical and interpersonal skills along with sound research aptitude, it is mandatory to prepare Dissertation as a part of 4<sup>th</sup> Semester by every student based on 12 week full time internship.
- viii) **Competency Building Program:** The students shall be required to attend the competency building program during their 2<sup>nd</sup> & 4<sup>th</sup> semester in the form of guest lectures, expert sessions, seminars and workshops which addresses the leading and core issues in public health, hospital administration and allied services. They shall also be required to attend the series of guest lectures, expert sessions and workshops in functional areas of management, that is, finance, marketing and human resource. The students shall be expected to develop healthy soft skills through the programs based on communication skills, personality development and career counseling for future prospects. Their performance during the program shall be continuously evaluated by assigned faculty supervisor. The students have to present one EBM Seminar and Journal club instead of continuing the same in each subject on a comprehensive management practice assigned to them for the evaluation of the Competency Building Program in the respective semester. In addition it is mandatory for the student to publish/present a paper in the semester which will be considered for evaluation in the competency building program.

## 11. EVIDENCE BASED MANAGEMENT PRACTICE

An evidence based decision is always appreciated in management practices as a more rational and calculative decision as it minimizes the odds in the success of the decision-making process. Thus, to promote the evidence based management practice, The Department of Management, as a pioneering institute, focuses on evidence based teaching and learning process.

At Department of Management, each and every student is oriented with Evidence Based Management Practices in the beginning of the program. An orientation program of 30 contact hours is organized during the first semester.

## 12. AWARD OF DEGREE

The degree of MBA (Healthcare) Programme shall be awarded to the students:

- i) On the basis of CGPA (Cumulative Grade Point Average) of all four semesters' performance in the examinations. Percentage equivalence certificate shall be provided at the back side of the marksheet.
- ii) Successful completion of additional course on Evidence Based Management Education during 2 years of the programme.
- iii) Successful completion of total credits of the program.

## 13. TRANSCRIPT

The transcript of the completed programme shall be available to the students after their successful completion of the programme by the department.

## 14. Validity of student's enrollments

Validity of student's enrolment in MBA (Healthcare) programme under Full Time mode shall be up to four academic years. However, if a student is not in a position to complete the course within the duration specified, then he/she will be required to write an application as a special case to Hon. Vice Chancellor for granting the extension.



**15. Accolades (As per the Institution's Policy)**

The top achievers of the programme shall receive the medals for their respective performances at the convocation ceremony held at SumandeepVidyapeeth. The details of the same shall be communicated by the university.

**16. ATTENDANCE**

As per the directive of the University vide letter no. SVDU/EXAM/REF.N/1957/03/2014 dated 18-03-2014, 80% attendance is mandatory to appear in the University Examination.

**FULL TIME**

**SYLLABUS**  
**(Semester I to IV)**



**DEPARTMENT OF MANAGEMENT**

*Constituent of*

**SUMANDEEP VIDYAPEETH**

**Declared as Deemed to be University under Section 3 of UGC Act, 1956**

**Accredited by NAAC with a CGPA of 3.53 on a Four Point scale at 'A' Grade**

**Category – I Deemed to be University Under UGC Regulation 2018**

**At Post -Pipariya, Taluka - Waghodiya, District - Vadodara, Gujarat State, India. Pin code - 391760.**

SEMESTER – I					
Course Code	Course Name	Marks			Credits Hours
		Internal Evaluation	University Exam.	TOTAL	
GM102	Management Practices & Behavior Sciences	100	100	200	3
FM101	Accounting for Manager	100	100	200	3
HM147	Economics for Healthcare Manager	100	100	200	3
GM122	Quantitative Techniques for Manager	100	100	200	3
HM111	Healthcare & Hospital Information System	100	100	200	3
GM129	Business Law & Ethics	100	100	200	3
HM133	Healthcare Environment	100	100	200	3
GM106	Communication Skills – I	100	100	200	2
HM139	Hospital Interaction – I	150	50	200	3
IV101	Industrial Visit	200	0	200	2
TOTAL SEMESTER CREDITS					28

**GM102: MANAGEMENT PRACTICES& BEHAVIOR SCIENCES**

*(Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)*

**Course Objectives:**

1. Comprehending the deep understanding of the psychology of human behavior and apply the same in the context of work organizations.
2. Understanding personality determinants and its influence on behaviors in organizations.
3. Inculcating the importance of the major theories of Perception, Motivation& Communication processes in work organizations and its application in organizational functions.
4. Creating the effective reward system by understanding motivational concepts.
5. Understanding the reasons and the practical methods of managing stress effectively to control psychosomatic disorders.
6. Knowing details of organizational conflicts and its effective management for the smooth management.
7. Developing effective leadership Styles by understanding various contemporary leadership issues appropriate for today's organizations.
8. Comprehending a thorough understanding on the organizational Culture and the maintenance of it.

**Learning outcome**

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. To comprehend details about the basic psychological and sociological processes in understanding human behavior.
2. To inculcate theoretical and practical understanding of personality effectiveness, perceptual processes and motivational processes to determine job satisfaction.
3. To understand the importance of effective communication processes in details and the applicability of current issues related to organizational communications.
4. To understand theoretical and practical understanding of organizational Leadership, Organizational Culture and power functions.
5. To develop in depth understanding of formation as well as Effective Management of Work Teams in organizations.
6. To come across the detail conceptual understanding of Stress and its Management principles in the organizations.
7. Describe and discuss the elements of effective management.
8. Identify environmental issues as they impact management and develop strategies to adapt to these environments.
9. Identify and explain issues involved in managing a diverse workforce and conduct necessary research to address these issues.
10. Discuss and apply the planning, organizing and control processes.
11. Identify, discuss and/or describe various theories related to the development of leadership skills, motivation techniques, teamwork and effective communication.
12. Communicate effectively through both oral and written presentations.
13. Conduct research and analyze information by using both human and technological resources.
14. Work effectively as a team member through group projects, case studies and problem analysis.

**Assessment**

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence-based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation:</b> It includes End-Semester University Examination	<b>50%</b>

\*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.

### Course Contents

Chapter/ Module No	Topics	Contact Hours	Approach towards the course
1	<b>Nature of Management</b> 1.1 Concept 1.2 Management and Administration 1.3 Importance of management 1.4 Nature of management, Science or Art, Profession, Universality of Management 1.5 Applying Management Theory in Practice	3	Must to know
2	<b>Development of Management Thought</b> 2.1 Evolution 2.2 Early contributions 2.3 Taylor and Scientific Management 2.4 Fayol's Administrative Management 2.5 Hawthorne Experiments and Human Relations 2.6 Social Systems Approach	3	Desirable to Know
3	<b>Fundamentals of Planning</b> 3.1 Concept 3.2 Nature 3.3 Importance 3.4 Steps 3.5 Types, Corporate and functional, Strategic and operational, 3.6 Types of plans 3.7 Barriers to effective Planning	3	Must to know
4	<b>Fundamentals of organizing</b> 4.1 Concept of organization and organizing 4.2 Organization theory 4.3 Classical organization theory 4.4 Neoclassical organizational theory 4.5 Modern organization theory: Systems approach, Factors affecting organizational structure, Environment, Strategy, Technology, Size of organization, People	3	Must to know
5	<b>Forms of organization structure</b> 5.1 Line organization structure 5.2 Line and staff organization structure 5.3 Functional organizational structure 5.4 Divisional organizational structure: Project organizational structure, Matrix organizational structure, Free-Form organizational structure 5.5 Task force 5.6 Team Committee 5.7 Virtual organization	3	Must to know
6	<b>Organizational change</b> 6.1 Nature of organizational change 6.2 Factors of organizational change 6.3 Planned change 6.4 Process of planned change, Human response to change, Resistance to change, overcoming resistance to change, Change agents, Role of change agents	3	Good to know
7	<b>Fundamentals of directing</b>	3	Must to know

	7.1 Concept of Direction 7.2 Principles of Direction 7.3 Direction and supervision: Effective supervision, order giving, techniques of direction, directing and human factor, managerial models		
8	<b>Fundamentals of Controlling</b> 8.1 Concept of controlling 8.2 Steps in controlling 8.3 Types of control, Control Areas 8.4 Controlling and Management by Exception 8.5 Benefits of management by exception 8.6 Design of effective control system, Essential of effective control system	3	Must to know
9	<b>What is Organizational Behavior?</b> 9.1 The Importance of Interpersonal Skills 9.2 What Managers do? 9.3 Organizational Behavior 9.4 Disciplines that contribute to the OB field 9.5 Challenges and opportunities for OB	3	Must to know
10	<b>Personality and Values</b> 10.1 Personality, Values, Values and Ethical Behavior in Asian Countries, 10.2 Linking an Individual's Personality and Values to the Workplace 10.3 Global Implications	3	Good to know
11	<b>Perception and Individual Decision Making</b> 11.1 What is Perception? Person Perception: Making Judgments about others 11.2 The link between perception and Individual Decision Making	3	Good to know
12	<b>Foundations of Group Behavior</b> 12.1 Stages of Group Development 12.2 Group properties 12.3 Group decision making	3	Good to know
13	<b>Motivation Theories</b> 13.1 Concept of Motivation 13.2 Motivation and behavior 13.3 motivation and performance 13.4 Theories of motivation: Maslow's need hierarchy, Herzberg's theory of motivation, McClelland needs theory, Alderfer's ERG Theory, Vroom's Expectancy model, Porter-Lawler model of motivation, Equity theory, McGregor's Theory X and Theory Y, Theory Z3	3	Must to Know
14	<b>Leadership</b> 14.1 Concept of Leadership 14.2 Difference between leadership and management, 14.3 Leadership theories: Charismatic leadership theory, Trait theory, Behavioral theory, Situational theory 14.4 Leadership styles, Power orientation, Leadership as a continuum, Likert's management system, Employee production orientation, Managerial grid, Tridimensional Grid	3	Must to Know
15	<b>Conflict, Stress and Coordination</b> 15.1 Concept of conflict& Stress 15.2 Functional and dysfunctional aspects of conflict, Individual level conflict, Interpersonal conflict, Intergroup conflict,	3	Must to Know

Conflict management 15.3 Coordination 15.4 Meaning and Definition of Stress 15.5 Link between conflict and stress 15.6 Sources of stress, Distress vs. Eustress 15.7 Consequence of stress, Measures individual and organizations can adopt for eliminating or managing stress, 15.8 Types of coordination 15.9 Techniques of coordination 15.10 Essentials of effective coordination		
---	--	--

### Core Books

15. Organizational behavior: Stephen Robbins 12th edition, 2007, Pearson education  
16. Principles and Practice of Management- L.M. Prasad Sultan Chand & Sons Publications ISBN 81-7014-883-9.

### Reference Books:

1. Organizational behavior by Schermerhorn, Hunt and Osborn 9th Edition, Wiley India Publication
2. Schermerhorn Management, 8th Ed. Wiley India Edition
3. Understanding Organizational Behavior- Uday Pareek 4th edition, 2004, Oxford University Press
4. Management of organizational Behavior - Hersey, Blanchard, Johnson- 8th edition, 2006.
5. Organizational Behavior- Texts and cases, Suja.S.Nair- 1st edition, 2004, Himalayan publishing house.
6. Organizational Behavior- S. L. McShane and Mary Ann- 2nd edition, 2003
7. Organizational Behavior –A Comprehensive Manual of Henry I. Tosi, John R. Rizzo, Stephen J. Carroll, 1998, Beacon Books.
8. Organizational Behavior.-Texts and Cases, 2nd Edition, by Uma Sekaran, Tata McGraw Hill publishing company Ltd.
9. Charles W. L. Hill, Steven McShane; "Principles of Management" December 28, 2006, 528 pages, McGraw Hill Publication New Delhi; ISBN: 9780073530123.
10. Harold Koontz, Heinz Weihrich; "Essentials of Management" An International Perspective; Tata McGraw Hill Publication; New Delhi, Jul-2009, ISBN 0070144958.
11. Heinz Weihrich Mark V Cannice Harold Koontz's MANAGEMENT: A Global and Entrepreneurial Perspective; Tata McGraw Hill Publication; New Delhi, Jun-07, ISBN 0070660190.
12. R. Satya Raju, A. Parthasarathy, "Management Text and Cases Second Edition" PHI Learning Private Limited, New Delhi, 2009: ISBN: 978-81-203-3879-1
13. Meenakshi Gupta; "Principles of Management" Prentice-hall Of India Pvt Ltd, New Delhi; 2009, ISBN 8120335279.
14. Joseph L Massie "Essentials of Management", Prentice Hall of India, (Pearson) Fourth Edition, 2003.
15. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.

### FM101: ACCOUNTING FOR MANAGER

#### Objectives

1. To educate students of management with different concept of accounting
2. To develop ability among management student to evaluate and use accounting information which assist in decision making for manager

#### Learning outcome

After completion of this course students are acquainted with the language of Accounting and to develop in them the ability to evaluate and use accounting data and statements as an aid to decision making. Students should also possess problem solving and decision-making skills in critical financial area viz liquidity, solvency, efficiency and dividend policy **on highest level of available evidences.**

#### Assessment

Particular	Weightage
Internal Evaluation	50%
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes* at the end of every theory teaching module during regular sessions,	30%

Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study. <b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	50%
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### Course Contents

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	Introduction: 1.1 Basics of accounting 1.2 Different concepts in accounting 1.3 Types of Account 1.4 Principle of Accounting 1.5 GAAP 1.6 About Managerial Account 1.7 Need-Importance and scope of Managerial accounting	4	Must to Know
2	Final Account: 2.1 Journal Entry 2.2 Preparation of ledger statement 2.3 Trial balance 2.4 Preparing final account for sole proprietorship and company	13	Desirable to know
3	3.1 Depreciation Accounting (Only theoretical concept) 3.2 Inventory valuation (Meaning, importance and method of inventory valuation)	2	Good to Know
4	Analysis and Interpretation of Financial statement: 4.1 Introduction 4.2 Types of financial statement 4.3 Method of analysis 4.4 Ratio Analysis 4.5 Fund flow statement & cash flow statement	13	Desirable to Know
5	Budgeting and Budgetary control: 5.1 Meaning, Objective, Importance, 5.2 Types – Flexible Budget, Performance Budget and Zero Base Budgeting (Only Theoretical concept)	2	Good to Know
6	Cost Accounting: 6.1 Meaning, objectives and importance of cost accounting 6.2 Preparation of cost sheet 6.3 Marginal Costing – CVP Analysis 6.4 Short term decision making (make or buy decision) 6.5 Absorption Costing (Theoretical Concept) 6.6 Cost reduction and cost audit	6	Good to Know
7	7.1 Introduction of Taxation and Audit	1	Must to Know
8	<b>8.1 Introduction of GST for accounting of healthcare organization</b>	1	Must to Know



8.2 <b>History</b>		
8.3 <b>Importance (Added as per Board of Studies letter No MBA/OW/13012018/ 239 dated 11<sup>th</sup> January 2018 and Vide Notification of Board of Management Resolution Ref No. SV/4539/2017-18 dated 2nd April 2018)</b>		

### Core Book

1. S Maheshwari - Accounting for Manager - Vikas Publication

### Reference Books

2. P. TukaramRao – Accounting For Manager – New Age PublicationPublication
3. M.Y. Khan & P.K. Jain – Management Accounting – TMH Publication
4. Dr. S.N. Maheswari – Cost Accounting – Sultan Chand Publication
5. Anthony R N and Reece J S. : Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
6. Bhattacharya S K and DeardenJ. : Accounting for Management, Text and Cases. New Delhi, Vikas Publication

## HM147: ECONOMICS FOR HEALTHCARE MANAGER

### OBJECTIVES:

In today's dynamic economic environment, effective managerial decision making requires timely and efficient use of information. The purpose of this course is to provide students with a basic understanding of the economic theory and analytical tools that can be used in decision making problems. Students who successfully complete the course will have a good understanding of economic concepts and tools that have direct managerial applications. The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. Students will understanding that health is unlike any other good and train them in tools of health economics to analyze health outcomes, processes and policies.

### LEARNING OUTCOMES:

On the successful completion of the course student should be able:

1. To understand about various types of economy i.e. capitalist, socialist, and mixed, developed, developing and under developed.
2. To understand demand supply analysis, elasticity and its various determinant.
3. To understand demand for healthcare services
4. To Understand Health Production function
5. To apply the cost concepts in their personal and professional career.
6. To understand about the market structure, characteristics of various markets, price determination under different market condition & public Intervention.
7. To know about National Income Measurement, Inflation, unemployment, poverty and its consequences.

### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 40 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### SYLLABUS

Chapter/ Module No	Topics to be covered- SECTION 1	Contact Hours	Approach towards the course
1	1.1 Economics and its definition 1.2 Subject matter of economics 1.3 Branches of economics. 1.4 The Application of Economics in the life of Common man 1.5 The Firm: Objectives & Constraints; 1.6 Basic Principles: Opportunity Cost. 1.7 Health Economics: What is it? 1.8 Elements of Health Economics: Organization 1.9 Components of the health care market 1.10 Structure of a health care system	4	Must to Know
2	Demand and Revenue Analysis: 2.1 Meaning and Concept of Demand 2.2 Types of Demand, Determinant of Demand, Demand Function. 2.3 Elasticity: Meaning and Concept of Elasticity, Demand Elasticity and its measurement, Types of Elasticity, Uses of Elasticity	3	Must to Know
3	<b><i>Demand of Healthcare services</i></b> <b><i>3.1 Factor affecting healthcare demand</i></b> <b><i>3.2 Demand: consumers, patients, elasticity</i></b> <b><i>3.3 Supply: firms, hospitals physicians; Efficiency, Efficacy,</i></b> <b><i>Effectiveness, Equity, Opportunity cost.</i></b> <b><i>(Board of Studies letter no MBA/OW/14082018/412 dated 14th</i></b> <b><i>August 2018 and Vide Notification of Board of Management</i></b> <b><i>Resolution Ref No. SV/R/2018/AC/2224 dated 21<sup>st</sup> September</i></b> <b><i>2018)</i></b>	2	Good to Know
4	Concept of Supply 4.1 Law of Supply 4.2 Elasticity of Supply 4.3 Supply Schedule, Supply Curve; Slope of Supply Curve; Factor effecting supply 4.4 Equilibrium of supply and demand 4.5 Shortage and surplus. Concept of Supply and Healthcare Services.	6	Must to Know
5	Production Analysis and Inputs Demand: 5.1 Meaning and Concept of Production 5.2 Production Function; Health Production: Relevance of production function 5.3 Estimating a Household (Health) Production function.	3	Desirable to Know
6	6.1 Concept of Cost and its different types 6.2 Uses & Application of cost concepts 6.3 Cost and Production 6.4 Cost function 6.5 Cost Benefit analysis of Healthcare.	5	Good to Know
7	7.1 Concept and definition of Market and its Structure 7.2 Various types of market; perfect competition; Monopoly; Oligopoly; Monopolistic Competition; 7.3 Concept of Consumer surplus and Producer Surplus 7.4 Concept of Market in Health care Sector, why is it different	4	Desirable to Know
8	<b><i>8.1 Role of government in Healthcare</i></b> <b><i>8.2 Role of regulation in healthcare market</i></b> <b><i>8.3 Economic Perspective of Health Policy.</i></b> <b><i>(Board of Studies letter no MBA/OW/14082018/412 dated 14th</i></b> <b><i>August 2018 and Vide Notification of Board of Management</i></b>	6	Desirable to Know

	<b>Resolution Ref No. SV/R/2018/AC/2224 dated 21<sup>st</sup> September 2018)</b>		
	<b>SECTION – 2</b>		
9	<b>9.1 Macroeconomics of Healthcare.</b> <b>9.2 An Overview of Macroeconomics</b> <b>9.3 Subject matter of Macro economics; Micro Vs macro</b> <b>9.4 Methodology in Economics</b> <b>9.5 Theory of Aggregation, National Income</b> <b>(Board of Studies letter no MBA/OW/14082018/412 dated 14th August 2018 and Vide Notification of Board of Management Resolution Ref No. SV/R/2018/AC/2224 dated 21<sup>st</sup> September 2018)</b>	1	Good to Know
10	10.1 Concept of macroeconomics: Inflation, Unemployment, Poverty, National Income and its Measurement	4	Good to Know
11	<b>11.1 Uncertainty, risk and Insurance in Healthcare</b> <b>11.2 Introduction</b> <b>11.3 Factors Affecting</b> <b>11.4 Implications</b> <b>(Board of Studies letter no MBA/OW/14082018/412 dated 14th August 2018 and Vide Notification of Board of Management Resolution Ref No. SV/R/2018/AC/2224 dated 21<sup>st</sup> September 2018)</b>	3	Good to Know
12	<b>12.1 The National and International health Economic Scenario: An Overview.</b> <b>12.2 Introduction</b> <b>12.3 National Health Economic Scenario</b> <b>12.4 International Health Economic Scenario</b> <b>(Board of Studies letter no MBA/OW/14082018/412 dated 14th August 2018 and Vide Notification of Board of Management Resolution Ref No. SV/R/2018/AC/2224 dated 21<sup>st</sup> September 2018)</b>	2	Desirable to Know

#### REFERENCE BOOKS:

1. Mithani, D.M “Managerial Economics Theory and Applications” Himalaya Publishing House (2014).
2. Dholakia, R.H. & A.N. Oza, (1996) “Microeconomics for Management Students” Oxford University press, New Delhi.
3. Michael F. Drummond (2005) “Methods for the Economic Evaluation of Health Care Programmes”, Oxford University Press.
4. Ann Clewer, David Perkins (2006), “Economics for Health Care Management”, Pearson Education, New Delhi.
5. Gupta, G.S (2012), “Managerial Economics”, 3rd edition, Tata McGraw Hill Publication, Daryaganj, New Delhi.
6. Mankiw N. Gregory, “Principal of Economics”, 5th edition, Cengage Publication
7. H.L. Ahuja, “Modern Economics”, 19th Edition, S. Chand Publishing
8. William, Jack, Principles of Health Economics for Developing Countries, World Bank Institute Development Studies, 1999.
9. World Development Report, Investing in Health, The World Bank, 1993.

#### GM122: QUANTITATIVE TECHNIQUES FOR MANAGER

#### OBJECTIVES:

1. To be familiar with the concept of statistics and to know the importance of statistics in today's globalized world.
2. To use statistical methods in day to day decision making process and to choose appropriate tools for decision making process in each and every aspect of life.

3. To understand the complex, dynamic, and multidimensional issues and perspectives involved in statistical analyses in healthcare.
4. To apply the statistical knowledge and understanding in healthcare decision making process.
5. To understand the importance of statistics in Healthcare, Hospitals, Pharmaceuticals and NGOs.

#### LEARNING OUTCOMES:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Apply statistical methodology and terminology properly in their future academic and professional careers.
2. Use the essential tools of applied statistics, including data analysis, measures of central tendency, measures of variation, Probability and its application, testing of hypothesis, regression and correlation, estimation and forecasting etc.
3. Apply quantitative analysis to the problems found in managing a business, government, or non-profit organization, whether production or service oriented.
4. Use statistical analysis as decision support in all areas of business; customer service, production operations management, and quality control & communicate clearly the results of a statistical analysis.
5. Employ critical thinking and independent problem-solving skills with the help of statistical analysis in every aspect of life.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/M odule No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Introduction to mathematical concepts in statistics	2	Must to Know
2	2.1 Introduction to basic statistical concepts 2.2 Data Collection 2.3 Presentation of Data	3	Must to Know
3	3.1 Descriptive Statistics 3.2 Measure of central tendency 3.3 Measure of Variability 3.4 Measure of central tendency with Grouped Data 3.5 Skewness and Kurtosis	4	Must to Know
4	4.1 Introduction to Probability 4.2 Basic concepts 4.3 Conditional Probability 4.4 Bayes' theorem	5	Good to Know
5	5.1 Discrete Distributions 5.2 Normal Distribution 5.3 Other continuous distributions	5	Good to Know
6	6.1 Sampling 6.2 Sampling Distribution	3	Good to Know
7	7.1 Fundamentals of Hypothesis Testing	3	Must to Know

8	8.1 One Sample Tests*	2	Must to Know
9	9.1 Two Sample tests*	4	Must to Know
10	10.1 ANOVA*	2	Desirable to Know
11	11.1 Chi square analysis*	2	Must to know
12	12.1 Non-Parametric Tests*	3	Desirable to Know
13	13.1 Regression Analysis 13.2 Simple linear 13.3 Multiple Regression*	2	Good to know
14	14.1 Time Series Forecasting*	1	Desirable to Know
15	15.1 Decision Making Using Statistics	1	Desirable to Know
16	16.1 Applied OR for Managers	2	Desirable to Know

*\*Using statistical packages*

#### CORE BOOK:

1. Ken Black, 2012; "Applied Business Statistics: Making Better Business Decisions" 7th Edition, International Student Version, ISBN: 9788126537075 with students CD - ROM by Wiley India Publication, New Delhi.

#### REFERENCE BOOKS:

1. Mark Berenson, David Levine, Timothy Krehbiel; "Basic Business Statistics International Version" 11th Edition, Jun 2008, 936 pages, Pearson Education Publication, New Delhi, ISBN13: 9780135009369.
2. Glyn Burton, George Carroll, Stuart Wall, "Quantitative Methods for Business and Economics, 2nd Edition". Sep 2001, 496 pages, Pearson Education Publication, New Delhi, ISBN13: 9780273655701.
3. Quantitative Analysis for Management and Student CD-ROM, Eighth Edition by Barry Render, Ralph M. Stair, Michael E. Hanna, Hardcover: 744 pages, Publisher: Prentice Hall.
4. Statistics for Managers Using Microsoft Excel and Student CD Package (4th Edition) by David M Levine, David Stephan, Timothy C. Krehbiel, Mark L. Berenson, Hardcover: 880 pages, Publisher: Prentice Hall.
5. Essentials of Statistics for Business and Economics with Data Files CD-ROM by David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Hardcover: 672 pages, Publisher: South-Western College.
6. Business Statistics (Barron's Business Review Series) by Douglas, Ph.D. Downing, Jeffrey, Ph.D. Clark, Jeff Clark, Paperback: 480 pages, Publisher: Barron's Educational Series.
7. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice hall Inc, 1995.
8. Douglas A Lind, William G Marchal And Samuel AWathen: Statistical Techniques in Business and Economics 13<sup>th</sup> Edition by McGraw-Hill Companies.
9. Neil A. Weiss: Introductory Statistics 7<sup>th</sup> Edition by Pearson Education, New Delhi.
10. Anderson, Sweeney, Williams: Statistics for Business and Economics 9<sup>th</sup> Edition by Thomson South-Western.
11. DOANE, "Applied Statistics in Business and Economics" by McGraw-Hill Publication, New Delhi, India.

### HM111: HEALTHCARE & HOSPITAL INFORMATION SYSTEM

#### Objectives:

1. To orient the participants in concepts and application of state-of-the-art Hospital Information System (HIS)
2. To describe the basic and advance concept applicable in hospital information
3. To describe the departments in a hospital where HIS may be applied
4. To describe organisation and functions of HIS including the medical record department
5. To describe the classification of hospital information system
6. To describe the computerized hospital systems and its benefits
7. To prepare an action plan for improving the existing hospital information systems and its application for improving efficiency of hospitals
8. To apply the knowledge and understanding in healthcare decision making process.

#### Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Overview Hospital Information System (HIS) with special reference to medical record unit, organizational structure, functional linkages

2. Functional classification of hospital information system, computerized and non-computerized hospital information system
3. Types of records and reports generated
4. Steps and framework for the preparation of action plan for improvement in existing HIS constrain

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence-based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation:</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Introduction to Computer 1.2 Hardware, software 1.3 History of computer 1.4 Memory 1.5 Introduction to Operating System-Disk Operating System 1.6 Operating System-Windows Operating system 1.7 Computer Networks	2	Must to Know
2	2.1 Information Systems in Global Business Today	2	Must to Know
3	3.1 INTRODUCTION TO MIS	3	Must to know
4	4.1 Applications and Strategic Advantages of MIS	3	Must to know
5	5.1 Decision Support System (DSS)	3	Desirable to know
6	6.1 IT infrastructure	4	Good to Know
7	7.1Information System Security and Control	3	Good to know
8	8.1 IT and Globalization	3	Must to Know
9	9.1 Strategy, IT and healthcare	3	Must to know
10	10.1 E-Commerce	1	Desirable to know
11	11.1 Purpose of HIS 11.2 Aims and Objectives 11.3 Advantages 11.4 HMIS users 11.5 Modules of HIS	3	Must to know
12	12.1 Approaches to hospital information system 12.2 Patient based 12.3 Functional organization based 12.4 User department based	1	Must to Know
13	13.1 INTRODUCTION TO e-healthcare	1	Desirable to know
14	14.1 Management of Data Resources	1	Desirable to know
15	15.1 Electronic medical records (EMR) 15.2 Health System Model 15.3 HMIS in context of health sector reforms	1	Good to know
16	16.1 Changing world and healthcare	1	Good to Know
17	17.1 Information system application in Public Health	1	Good to Know



**CORE BOOK:**

1. Laudon&Laudon – 'Management Information Systems Managing the Digital Firm' (10<sup>th</sup> Ed) – PHI Publications
2. ShashikalaParimi – 'Management Information System'- Dreamtech press, 2012 edition.
3. S.A. Kelkar- Hospital Information Systems:A Concise Study- 2010- PHI Publications

**REFERENCE BOOKS:**

1. Dr. Paulo Colleti- Basic Computer Course book-University of Bolzano bozen- Edition 7.
2. Anjali Harischandre – Complete Course For Computer Fundamental – Vision Publication

**GM129: BUSINESS LAW & ETHICS**
**Course Objective:**

1. To familiarize with the legal environment in which the business entities operate
2. To provide basic appreciation of relevant legal provisions and their impact on business decisions and operations.
3. The Course is intended to discuss the theories of ethics and corporate governance,
4. The Course explains how they can be applied in various business situations in building successful business situations.

**Learning Outcome:**

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. The students will familiarize themselves with the legal environment in which the business entities operate
2. It provides basic appreciation of relevant legal provisions and their impact on business decisions and operations.
3. The students will learn the theories of ethics and corporate governance and understand the applications of Business Ethics theories in various business situations in building successful business situations.

**ASSESSMENT**

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence-based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation:</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

**Business Law&Ethics**

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
-----------------------	----------------------	------------------	-----------------------------------

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	<b>1. The Indian Contract Act, 1872</b> 1.1 Meaning & Essentials of Contract, 1.2 Offer & Acceptance 1.3 Capacities of Parties 1.4 Consideration 1.5 Free Consent, 1.6 Void Agreements 1.7 Performance of Contract 1.8 Discharge of Contract 1.9 Remedies for Breach of Contract	10	Must to Know
2	<b>2. Nature and Scope of Business Ethics</b> 2.1 Introduction 2.2 Scope 2.3 Religion and ethics 2.4 Types 2.5 Characteristics 2.6 Myths 2.7 Source 2.8 Factors 2.9 Importance of Business Ethics.	3	Must to Know
3	<b>3. The Negotiable Instrument Act, 1881</b> 3.1 Definition of NI, 3.2 Types of NI & Notes, 3.3 Bills & Cheques 3.4 Parties to a NI 3.5 Negotiation 3.6 Hundis 3.7 Banker & Customer	4	Must to Know
4	<b>4. History of the Development and utility of Business Ethics</b> 4.1 Introduction, 4.2 Arguments for BE, 4.3 Arguments against BE, 4.4 Future of BE, 4.5 Conclusion.	3	Good to Know
5	<b>5. Basics of Business Ethics</b> 5.1 CSR 5.2 BE 5.3 Issues management 5.4 Crisis management 5.5 Ethical Gap Analysis 5.6 Corporate Citizenship	3	Good to Know



Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
	5.7 Privacy Issues in BE.		
6	<b>6. Theories of Business Ethics</b> 6.1 Teleological theories 6.2 Deontological theories 6.3 Cognitive Moral Development.	3	Good to Know
7	<b>7. Ethical Decision Making</b> 7.1 Introduction 7.2 Need for ethics in business decision 7.3 Factors 7.4 Eight steps in ethical decision making 7.5 Challenges 7.6 Role.	2	Good to Know
8	<b>8. Introduction of Intellectual Property Rights</b> <b>8.1 Knowledge creation, Innovation and Intellectual Property Rights</b> <b>8.2 Concept of Intellectual Property</b> <b>8.3 Historical view of Intellectual</b> <b>8.4 Property system in India and International Scenario</b> <b>8.5 Evolution of Intellectual Property Laws in India</b> <b>8.6 Legal basis of Intellectual Property Protection</b> <b>8.7 Need for Protecting Intellectual Property</b> <b>8.8 Major IP Laws in India</b> <b>8.9 Types of IPR – Patents – Copyright – Trademark</b>	8	Must to Know
9	<b>9. Professional Ethics</b> 9.1 Introduction 9.2 Professional Ethics 9.3 Ethical Problems 9.4 New skills required for managers.	2	Good to Know
10	<b>10. The Companies Act</b> <b>10.1 Incorporation,</b> <b>10.2 MOA &amp; AOA</b> <b>10.3 Prospectus</b>	3	Must to Know
11	<b>10. Ethical Leadership</b> 11.1 Introduction 11.2 Five dimensions of an Authentic Leader 11.3 A model for leadership 11.4 Three types of leadership, 11.5 Functions of an Ethical Leader.	2	Desirable to Know
12	<b>12. The role of corporate culture in business ethics</b> 12.1 Meaning	2	Desirable to Know

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
	12.2 Critical functions 12.3 Interpretation of corporate culture 12.4 Foundations of corporate culture 12.5 Impact of corporate culture 12.6 Cross-cultural issues		

#### Core Book

1. Business and Corporate Laws by N.D.Kapoor / S Chand

#### Reference Book

1. Business Law for Management by K.R. Bulchandani
2. Business Ethics and Corporate Governance by S.Prabhakaran/Excel Publications
3. Business Law for Managers Vol-I &Vol-II by The ICFAI University Press
4. Student's Guide to Mercantile Law by A.K.Majumdar / Taxman
5. Legal Environment of Business by The ICFAI University Press
6. Legal Aspect of Business AkhileshwarPathak/TMC
7. Business Ethics- An Indian Perspective by A.C. Fernando/ Pearson Education
8. Business Ethics- Concepts And Cases by Joseph W. Weiss/ Cengage Learning
9. Business Ethics- A Case Perspective by O.C.Ferrell, John Fraedrich, Linda
10. The Ethics of Management by LaRue Tone Hosmer/ Universal Books
11. Ethical Choices in Business by R C Shekhar/ Response Books
12. Leadership & Entrepreneurship by The ICFAI University Press
13. Business Ethics & Corporate Governance by The ICFAI University Press

### HM133: HEALTHCARE ENVIRONMENT

#### Objectives:

1. Understand and apply principles and concepts of management to the organization and delivery of healthcare services.
2. Appreciate the advantages and disadvantages of different approaches in health and social care and be able to select an approach most suited to the change process within their particular service.
3. To understand the complex, dynamic, and multidimensional issues and perspectives involved in healthcare.
4. To apply the knowledge and understanding in healthcare decision making process.
5. To understand the importance of Healthcare, Hospitals, Pharmaceuticals and NGOs.

#### Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Have an in-depth understanding of the drivers behind health reforms and be able to implement strategies for effective management within a broader climate of systemic change.
2. Appreciate the steps involved in formulating and implementing health policies at national and organizational levels.
3. Have an understanding of the nuances between health services delivery in different national contexts.
4. . Become both users and producers of quality health services research that enables evidence-informed decision making.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b> <i>Continuous Evaluation:</i> Continuous evaluation includes evaluation in form of	<b>50%</b>

quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Introduction to basic terminologies used in Hospital	2	Must to know
2	2.2 Introduction to terminologies in pharmaceuticals	2	Must to know
3	3.3 Terminologies used in Public health	2	Must to know
4	4.1 Man and medicine- towards health for all 4.2 Medicine in antiquity 4.3 Modern Medicine 4.4 Medical Revolution 4.5 Healthcare revolution	3	Good to know
5	5.1 Concept of health and disease 5.2 Changing concepts 5.3 Health definition 5.4 Philosophy and dimensions 5.5 Determinants of health 5.6 Responsibility for health 5.7 Health indicators 5.8 Health service philosophies 5.9 Concept of disease 5.10 Concept of causation 5.11 Natural history of disease 5.12 Concept of control 5.13 Concept of prevention 5.14 Modes of Intervention	3	Must to know
6	6.1 Health planning in India 6.2 Five year plans 6.3 Urban And Rural Health Scenario In India: Health system in India 6.4 Health care services in India 6.5 Levels of health care 6.6 Health for all	4	Must to know
7	7.1 <b>National health programmes(Board of Studies Letter no. MBA/OW/11022019/527 dated 11th February 2019 and Vide Notification of Board of Management Resolution Ref No. SV/R/2019/AC/7355 dated 16<sup>th</sup> March 2019)</b>	4	Desirable to Know
8	8.4 Indian hospital industry overview 8.5 Porter's five forces 8.6 Growth drivers 8.7 Business models 8.8 Delivery formats 8.9 Key trends 8.10 Opportunities	3	Must to know

	8.11 Challenges 8.12 Initiative by government and risk factors.		
9	9.1 Indian pharmaceutical industry overview 9.2 Porter's five forces 9.3 Growth drivers 9.4 Business models 9.5 Delivery formats 9.6 Key trends 9.7 Opportunities 9.8 Challenges 9.9 Initiative by government and risk factors.	4	Desirable to know
10	10.1 Indian health insurance industry overview 10.2 Challenges 10.3 Major players in India.	5	Desirable to know
11	11.1 Emerging trends in healthcare	4	Must to know

#### CORE BOOKS:

1. K Park, 2011; "Preventive and Social Medicine" 21st Edition, International Student Version, ISBN: 9788190607995 by M/S Banarsidasbhanot publishers, Jabalpur.
2. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.

#### REFERENCE BOOKS:

1. Medical Terminology Simplified, second edition. A Programmed Learning Approach by Body System by Gyls and Masters

### GM106 COMMUNICATION SKILLS – I

#### OBJECTIVES

1. To develop analytical, written and spoken communication skills, essential in Business Situations.
2. To develop ability to compose basic correspondence, reports, oral and business presentations and employment communications.

#### LEARNING OUTCOME

At the end of the semester the students should be able to understand the essential technicalities related to business communication and should be ready for the challenges of corporate world by equipping himself with essentialities like effective vocabulary and dynamic communication skills with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence-based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation:</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
--------------------------	----------------------	------------------	--------------------------------------

1-8	1.1 Concepts of Communication Importance, 1.2 Definitions, Characteristics, Process, 1.3 Forms of communication- One way and two way, Formal and informal, Written and oral Internal and external, Group communication, Mass communication 1.4 Objectives of communication- Information and persuasion, Objectives of downward communication, Objectives of upward communication, Objectives of lateral communication, 1.5 Role of verbal and non-verbal symbols in communication- Verbal communication, Nonverbal communication, 1.6 Body language, 1.7 Roadblocks and barriers to communication Roadblocks, Barriers, Physical or external, Semantic and language,	8	Good to Know
9-12	2.1 Listening Definition, 2.2 Overcoming barriers Listening- Analysis of poor listening, Importance of listening to non-verbal message. 2.3 Profile of a good listener, cultivating good listening skills	4	Good to Know
13-16	3.1 Spoken communication. 3.2 Factors affecting oral communication, Intrapersonal communication. 3.3 Body language. 3.4 Emotional intelligence. 3.5 Etiquette. 3.6 Persuasiveness, 3.7 Telephone skills.	4	Good to Know
17-21	4.1 Business etiquette and manners Self presentation, Conversation skills. 4.2 Oral presentations- Planning, Delivering, Developing and displaying visual aids handling from the audience. 4.3 Group discussion and teleconferencing Understanding roles in a group discussion, Skills needed for group discussion, 4.4 Teleconferencing. 4.5 Meetings Planning meetings, Conducting meetings effectively, Post- meeting work.	5	Must to Know
22-25	5.1 Interviews Candidate's preparation for an interview, 5.2 Interviewer's preparation, 5.3 Types of interview.	4	Must to Know
26-30	6.1 Book Reviewing, 6.2 Writing News Releases, 6.3 Learning Skills and Styles, <b>6.4 Time Management, Memory and Learning Efficiency: Introduction, Importance, Techniques.</b> <b>6.5 Speaking skills – Public Speaking, Oral Presentations.</b> 6.6 Persuasive Communication, <b>6.7 Impromptu Speeches,</b> <b>6.8 Introducing Speakers,</b> <b>Evaluating a speaker. (Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	5	Desirable to Know

1. M.M. Monnipalli – ‘Business Communication Strategies’ – TMH Publication

**REFERENCE BOOKS:**

1. Lesikar, Pettit and Flatley – ‘Basic Business Communication’ (10<sup>th</sup>Ed) – TMH Publication (AHM)
2. Managerial communication by Urmila Rai and S.M. Rai, Himalaya Publishing House
3. Effective Technical Communication By M Ashraf Rizvi TMH, 2005
4. Business Communication Today by Bovee Thill Schatzman Pearson & Education, 7<sup>th</sup> Ed, 2003
5. Contemporary Business Communication - Scot Ober- Biztantra
6. Business Communication Krizan, Merrier, Jones- Thomson Learning, 6/e, 2005
7. S. Sreenivas Rao – ‘Handbook for Writers and Editors’ – Ahmedabad Management Association
8. Murphy and Hildebrandt – ‘Effective Business Communications’ – TMH Publication

**HM139: HOSPITAL INTERACTION – I (3 Credits)**

**OBJECTIVES:**

*To impart practical hands on and live training of managerial aspects of different clinical, supporting and utility services of hospital*

The students are required to visit on campus hospital for at least 90 hours during their first semester. They are required to maintain log book for their hospital visit as per the guideline. They are also required to do a minor individual project in Hospital along with their observations of hospital operations and task assigned to them.

**IV101: INDUSTRIAL VISIT (2 Credits)**

**OBJECTIVES:**

*To orient operations of different hospital and allied healthcare setups to enable them for comparative analysis of different hospital*

The students are required to visit hospital (non-accredited or accredited) at least for three days as a part of their curriculum in 1<sup>st</sup> semester. They are required to prepare a status report based on their respective observation during their visit. Their performance during the project should be continuously evaluated by assigned faculty supervisor.

SEMESTER – II					
Course Code	Course Name	Marks			Credits
		Internal Evaluation	University Exam.	TOTAL	
GM124	Research Methodology in Business	100	100	200	3
MM110	Marketing Management	100	100	200	3
FM106	Financial Management	100	100	200	3
HM136	Healthcare Ethics & Law	100	100	200	3
GM107	Communication Skills – II	100	100	200	2
HR101	Human Resource Management	100	100	200	3
HM144	Hospital Services and Operations Management	100	100	200	4
HM140	Hospital Interaction – II	150	50	200	3
GM127	Summer Internship Project	100	100	200	10
IV102	Industrial Visit	200	0	200	2
CB101	Competency Building Program	200	0	200	2
TOTAL SEMESTER CREDITS					39



### GM124: RESEARCH METHODOLOGY

#### OBJECTIVES:

The Purpose of this course is to make aware to the students about research tools and techniques. Researches play the important role in the study of different problems & opportunities of every aspects of business. Market Demand, Customer Expectation, Customer Satisfaction, Consumer Taste and Preferences, Product Quality, Switch over Decision only can be materialized after conducting a sound research. A sound and quality research need a thorough understanding and application of Research Tools and Techniques. The purpose of this course is to enhance the students' knowledge of data analysis techniques. The main objectives of this course are to give students practice in the quantitative methods used by empirical researchers, as well as to expose them to statistical packages used in both academias as well as in policy analysis.

#### LEARNING OUTCOMES

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. To read and understand a variety of empirical research papers using different techniques, so as to develop awareness of possible solutions to problems (in terms of both literature and statistical packages) that the students may encounter as independent researchers in the future.
2. To practice the presentation of the results of statistical work in such a way as to be comprehensible to both those people skilled in statistical techniques and to those that are less versed in quantitative methods.
3. To formulate a research question and translate it into an empirical step-by-step approach for working with data.
4. Distinguish the qualitative from competing paradigms in terms of fundamental assumptions about the nature of reality and method.
5. Understand the fundamental concepts of interpretation, context, and participant meaning.
6. Be able to describe the kinds of research questions that are appropriate for qualitative studies.
7. Be aware of the sources of extant qualitative studies and resources both in and outside the College of Education that support qualitative inquiry.
8. Distinguish research from evaluation and policy studies, and show the possibilities and limitations of qualitative methods in each.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1Introduction: What is Research? Science and Research 1.2 Classification of Science, the aim of Science 1.3Essential of scientific methods 1.4Characteristics of scientific methods 1.5Concept of Variable, Attributes and Parameter 1.6Qualitative Vs Quantitative and Pure Vs Applied Research.	4	Must to know
2	2.1Hypothesis and Research Design	2	Must to know



	2.2Types of various research studies		
3	3.1Area of Research 3.2Types of Research 3.3Methods of Research & Research Methodology	3	Must to know
4	4.1 Collection of Data 4.2 Objectives and scope of Statistical Enquiry 4.3 Types of Statistical Enquiry 4.4 Statistical Units 4.5 Data Collection Methods.	3	Good to know
5	5.1 Measurement 5.2 Scaling 5.3 Reliability 5.4 Validity	3	Desirable to know
6	6.1 Measurement and Scaling Techniques 6.2 Nominal Scale; Ordinal Scale; Interval Scale; Ratio Scale 6.3 Scaling Techniques	4	Good to know
7	7.1 Sampling Techniques 7.2 Main Objectives of Sampling 7.3 Basic Principle of Sampling 7.4 Statistical Laws of Sampling	2	Good to know
8	8.1 Descriptive Analysis*	3	Good to know
9	9.1 Hypothesis Testing	2	Good to know
10	10.1 Parametric Tests for Hypothesis Testing*	4	Must to know
11	11.1 Non-Parametric Tests for Hypothesis Testing 11.2 Test of Association*	2	Must to know
12	12.1 Correlation 12.2 Regression*	4	Good to know
13	13.1 Introduction to Qualitative Research Methods	3	Desirable to know
14	14.1 Evidence Based Research	3	Must to know
15	15.1 Writing a research Proposal	1	Must to know
16	16.1 Comprehensive Exercises*	2	Desirable to know

#### REFERENCE BOOKS:

1. Kothari C.K. (2004), 2/e, Research Methodology- Methods and Techniques (New Age, International, New Delhi).
2. Sekaran, Uma. 2003. Research methods for business: A skill building approach, 4th ed. New Jersey: John Wiley and Sons, Inc.
3. AdithamBhuiangaRao; Research Methodology from Management and Social Science, Excel Publication; ISBN: 978-81-7446-612-9.
4. Bhandarkar, P.L. and Wilkinson T.S., Methodology and Techniques of Social Research, (Mumbai; Himalaya Publication; 2009).
5. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice Hall of India, New Delhi, 2004.
6. Keppel, G. S. Zedeck, (1989). Data Analysis for Research Designs: Analysis of Variance and Multiple Regression/Correlation Approaches, New York: W.H. Freeman and Company.
7. Cooper & Schindler, *Business Research Methods*, Tata McGraw Hill.
8. Saunders *Research Methods for Business students*, Pearson Education, 2007.
9. MalhotraNaresh K., *Marketing Research*, Pearson Education.
10. Beri G.C., *Marketing Research*, Tata McGraw Hill, 4th Edition.

#### MM110 Marketing Management

#### LEARNING OBJECTIVES

1. To become familiar with the range of decisions implicit in strategic marketing management and Planning.
2. To develop skill in using a variety of analytical frameworks for making such decisions.
3. To develop an understanding of how markets contrast in terms of
4. Their “enduring characteristics.”
5. Their stage of development and how the nature of competition in such markets is impacted
6. To develop skills in planning a variety of marketing management tools, ranging from new product entry Strategy to international market product life cycle management and strategy.
7. To develop skill in organizing for effective strategic marketing and in implementing the market Planning process.

### LEARNING OUTCOME

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Understand Concepts of Marketing and Customer Value
2. Take decisions related Marketing Planning Process and Strategy Formulation
3. Understand and Analyzing Consumer Behavior and Satisfaction
4. Prepare Competitive Marketing Strategies
5. Take decisions related with price, product, place and promotions
6. Get idea about service marketing, advertising and international marketing

### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1. Defining Marketing 1.1 Importance, 1.2 Scope, 1.3 Core Marketing, 1.4 New Marketing, 1.5 Company Orientation	1	Good to Know
2	2. Capturing Marketing Insights 2.1 Gathering Information and scanning the Environment 2.2 Conducting Market Research	4	Good to Know
3	3. Connecting with Customers 3.1 Creating Customer Value, Satisfaction and Loyalty 3.2 Analyzing Consumer Markets 3.3 Analyzing Business Markets 3.4 Identifying Business Segments and Targets	5	Good to Know
4	4. Building Strong Brands 4.1 Creating Brand Equity 4.2 Crafting Brand Positioning	3	Must to Know

5	5. Shaping Market 5.1 Setting Product Strategy 5.2 Designing and Managing Services 5.3 Developing Pricing Strategies and Programs	9	Must to Know
6	6. Creating Brand Equity 6.1 Introduction, 6.2 Building Brand Equity, 6.3 Measuring, Brand Strategy 6.4 Customer Equity	4	Must to Know
7	7. Crafting Brand Positioning & Dealing with Competition 7.1 Developing & Communicating Positioning Strategy 7.2 Differentiation Strategies 7.3 Competitive Forces 7.4 Analyzing Competitors and Competitive Strategies	5	Must to Know
8	8. Managing Mass Communications 8.1 Advertising Program 8.2 Sales Promotion, 8.3 Events and Experiences, 8.4 Public Relations	4	Must to Know
9	9. Managing Personal Communications 9.1 Direct Marketing, 9.2 Interactive Marketing, 9.3 Word of Mouth, 9.4 Personal Selling, 9.5 Managing the sales force	6	Must to Know
10	10. Managing Marketing in the Global Economy 10.1 Competing on a Global basis, 10.2 Internal Marketing, 10.3 Managing the marketing process,	2	Desirable to Know
11	<b>11.1 Social Media Marketing</b> <b>11.2 Introduction</b> <b>11.3 Emerging Trends in Marketing</b> <b>11.4 Use of Social Media Marketing</b> <b>11.5 Difference between Traditional and Social Media Marketing</b> <b>11.6 Tools used for Social Media Marketing</b> <b>11.7 Advantages and Disadvantages of Social Media Marketing.</b> <b>(Board of Studies letter no MBA/OW/24012017/23 dated 25<sup>th</sup> January 2017 and Vide Notification of Board of Management Resolution Ref No. SVDU/R/2017-18/1565 dated 21st September 2017)</b>	2	Desirable to Know

#### Reference books

1. Marketing Management by Kotler, Keller, Koshy and Jha, Pearson publication
2. Marketing Management - Text and Cases – By Panda – Excel Publication
3. Marketing Management - Text and Cases – By Kazmi – Excel Publication
4. Marketing Management - Philip Kotler Pearson publication
5. A Framework for Marketing Management by Philip Kotler, Kevin Lane Keller Published By: - Pearson Education
6. Fundamentals of Marketing – Stanton; TMH Publication; New Delhi
7. Marketing Management - V.S.Ramaswamy and S.Namakumari; Himalaya publication.

#### FM106: FINANCIAL MANAGEMENT

### Objective

1. To equip students with basic understanding finance and its utility
2. To enable students to take decisions related with financial feasibility and working capital management

### Learning Outcome

After completion of course, students are able to appreciate different concept of Financial Management which assist them in financial decision making. Students are also able to test preliminary aspects of financial feasibility and working capital management with the highest level of evidences.

### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Introduction	2	Must to Know
2	2.1 Sources of Finance & Financial Environment	1	Must to Know
3	<b>Time value of Money:</b> 3.1 Meaning & Importance 3.2 Present & Future value of Single cash flow, multiple cash flow and annuity	7	Must to Know
4	<b>Valuation of Bonds and Share:</b> 4.1 Meaning & Importance 4.2 Bond value and yield, present value of bond 4.3 Valuation of ordinary and preference share	7	Good to Know
5	<b>Long term investment decision:</b> 5.1 Capital Budgeting 5.2 Cost of Capital	6	Desirable to Know
6	<b>Financing and Investment Decision:</b> 6.1 Financial Leverage Analysis 6.2 Dividend Theory& Policy	5	Desirable to Know
7	<b>Working Capital Management:</b> 7.1 Meaning, objectives & Importance 7.2 Receivable Management (Conceptual Aspects) 7.3 Inventory Management (Conceptual Aspects and EOQ Practical) 7.4 Cash Management (Conceptual Aspects) 7.5 Working Capital Finance (Conceptual Aspects)	6	Good to Know
8	8.1 Introduction to Corporate Restructuring, Merger and Acquisition	1	Good to Know
9	9.1 Introduction to International Financial Management	1	Good to Know
10	<b>10.1 Case studies of Integrated Financial Functions</b>	1	Desirable to Know

	<b>10.2 Introduction</b> <b>10.3 Implications(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>		
--	--	--	--

#### Core Book

1. Pandey I M – Financial Management Text and Cases – Vikas Publication

#### Reference Books

1. Bhalla, V K. Financial Management and Policy. 2nd ed., New Delhi, Anmol Publication
2. Prasanna Chandra – Financial Management Theory and Practice – TMH Publication
3. M.Y. Khan & P.K. Jain – Financial Management Theory and Practice – TMH Publication

### HM136: HEALTHCARE ETHICS & LAW

#### COURSE OBJECTIVE

This course seeks to explore various areas of the law that deal with creating and maintaining and regulating 'health.' It incorporates broad theoretical basis behind the relationship between law and healthcare services. The course aims to give comprehensive and practical approach to the students to make them aware of the developments in medical sciences, to explore various issues and to enable them to be equipped to face the recent challenges raised by the modern issues in contemporary era. To familiarize the students with the legal environment in which the healthcare business entities operate and provide basic Knowledge of relevant legal provisions and their impact on business decisions and operations.

#### LEARNING OUTCOME:

At the end of the semester the students will have a basic understanding about the applicable rules and laws applicable to the healthcare industry and the hospital and which will empower them to cope up with problems/difficulties which may arise when they face those challenges in their careers with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Definition Of Ethics	2	Must to know
2	2.1 Ethical Principles & Rules	3	Must to know
3	3.1 Malpractice and Negligence	1	Must to know
4	4.1 Confidentiality	2	Good to know
5	5.1 Autonomy	2	Must to know

	5.2 Informed Consent		
6	6.1 Doctor Patient Relationship Professional Secrets & Privileged	2	Good to know
7	7.1 Rights of patients	4	Desirable to know
8	8.1 Right to life 8.2 Sex pre-selection 8.3 Female Feticide 8.4 Assisted Reproductive Technology	2	Must to know
9	9.1 Care of terminally ill	5	Desirable to know
10	10.1 Euthanasia and DNR	2	Desirable to know
11	Laws of Medical Practice: 11.1 Medical Council Act 1956 11.2 Delhi Nursing Homes Registration Act, 1953 11.3 Clinical Establishment (Rules and Regulations) Act, 2010 11.4 Consumer Protection Act, 1986	9	Must to know
12	<b>12.1 Anatomy Act</b> <b>Transplantation of Human Organ Act, 1994.</b> <b>12.2 Introduction</b> <b>12.3 Contents of the Act</b> <b>12.4 Discussion</b> <b>(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	1	Good to know
13	13.1 Medical Termination Of Pregnancy Act, 1971	1	Good to know
14	14.1 Birth & Death Registration Act, 1969,	1	Must to know
15	15.1 Sex Determination Act, 1994,	1	Must to know
16	16.1 Law Related To Support Services: Biomedical Waste (Management & Handling)	5	Must to know
17	<b>17.1 Public Health Law for Disease notification.</b> <b>17.2 Introduction</b> <b>17.3 Contents</b> <b>17.4 Discussion</b> <b>(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	1	Desirable to know
18	18. 1 Licensing And Permissions In Hospitals	1	Must to know

### Reference Books

1. Hospital Rules & Regulations, C. Charles/ Anmol Publications Pvt. Ltd.
2. R.C. Sekhar, Ethical Choices in Business, Response Books, 1997.
3. William Shaw, Business Ethics, Wordsworth Publishing Company, 1999.
4. Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.

### GM107COMMUNICATION SKILLS – II

#### OBJECTIVES

1. To develop analytical, written and spoken communication skills, essential in Business Situations.
2. To develop ability to compose advanced correspondence, reports, oral and business presentations and employment communications.

#### LEARNING OUTCOME

After completion of this course, students will be able to achieve the following based on highest level of available evidences.

1. Students should be able to understand the essential technicalities related to business communication.
2. They should be able to prepare for the challenges of corporate world by equipping himself with essentialities like effective vocabulary and dynamic communication skills.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ ModuleNo	Topics to be covered	Contact Hours	Approach towards the course
1	1.1Business writing style and principles, 1.2Cs of effective writing 1.3Language of Business writing, 1.4taking the readers 1.5point of view, 1.6writing tactfully, 1.7Planning and composing a letter.	4	Must to Know
2	2.1Appearance and layout of business letters 2.2Appearance of a business letter, 2.3Printed stationery, 2.4Parts of a letter, 2.5Forms of layout. 2.6Letters to the Editor, 2.7Grievance Writing. 2.8Types of letters Informative, 2.9Good news, 2.10 Persuasive, Bad news.	5	Must to Know
3	3.1Enquiries and replies Asking for information, asking for quotations. 3.2Bargaining letters. 3.3Getting back lost customers. 3.4Orders and replies Orders, 3.5Replies to orders, 3.6Changes in orders.	4	Must to Know
4	4.1Sales letters Structure of a sales letter, 4.2Attention 4.3Interest and desire, 4.4Conviction action, 4.5after- sales letters	5	Must to know
5	5.1Job application 5.2Preparing the resume, 5.3Cover letter, 5.4Electronic resume.	3	Must to Know



	5.5Conventional application letter. 5.6Memos and E-mails 5.7Writing memos, 5.8E-mail messages.		
6	6.1Reports Types of reports, 6.2Structure of report parts of a report. 6.3Writing business reports 6.4Steps in preparing to write a report, 6.5Composing the report, 6.6Revising. 6.7Specimen reports	5	Desirable to Know
7	<b>7.1 Business Proposal</b> <b>7.2Writing business proposal</b> <b>7.3Solicited and unsolicited proposals,</b> <b>7.4Putting a proposal together.</b> <b>7.5Appearance of proposal document, writing the proposal</b> <b>(Board of Studies letter no. MBA/OW/21052018/334 dated18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	4	Desirable to Know

#### **Core Book**

1. Whetten D A, Cameron K S, Developing Management Skills, Pearson Publication, 8<sup>th</sup> edition

#### **Reference Books**

1. Gallagher K, Skills Development for Business and Management Students, Oxford University Press
2. Goleman, Daniel; Emotional Intelligence; Bantam
3. Goleman, Daniel; Working with Emotional Intelligence; Bantam
4. Tannen, Deborah; That's Not What I Meant!; Ballantine
5. Adler, Ron; Looking Out Looking In; Wadsworth
6. Bower and Bower; Asserting Yourself: A Practical Guide for Positive Change; Addison-Wesley
7. Tannen, Deborah; Talking From 9 to 5: How Women's and Men's Conversational Styles Affect Who Gets Heard, Who Gets Credit, and What Get's Done at Work; William Morrow and Company
8. Ury, Fisher, and Patton; Getting To Yes - Negotiating An Agreement Without Giving In; Century
9. Robert N. Lussier Management Fundamentals: Concepts, Applications & Skill Development, South-Western College Publishing (Thomson Learning)

### **HR101 HUMAN RESOURCE MANAGEMENT**

#### **OBJECTIVES OF THE COURSE:**

Besides having a number of objectives as a part of the syllabus the following are some of themajor objectives:

1. To understand deeply what HRM is and how it relates to the management process.
2. To understand the nature of job Analysis and describe the process of conducting it and also to come across various techniques of Job Analysis.
3. To make aware students about the prerequisites and the how aspects for the successful planning and Recruiting process.
4. To learn and to know what and 'how to use' aspects of different testing and selection processes used in the organizations.
5. To describe the performance appraisal process and to develop, administer different performance appraisal tools used for appraising employees.
6. To inculcate knowledge about the ethical misconduct in the personal function and ethical decision making in the HRM.
7. To indicate the objectives and benefits of employee counseling and mentoring and knowing the steps involved in the effective use of these in the organization

#### **LEARNING OUTCOMES:**



**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Provide a good example that illustrates HR's Role in formulating and executing company strategy.
2. Develop clear cut understanding of how all the managers can use human resource management concepts and techniques.
3. Develop knowledge to write job descriptions including job functions, job specifications, using the internet and traditional methods.
4. Develop understanding about the techniques used in employment planning forecasting, recruitment and selection processes.
5. Develop, administer and evaluate performance appraisal tools in the organizations.
6. Establish a job plan and describe how to price managerial jobs and professional jobs.
7. Develop understanding to use different techniques and to go about identifying training requirements of organizations.
8. Define the most popular organization wide variable play plans by outlining the steps in developing effective incentive plans and employ fair disciplinary practices at work.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	Nature and Scope of Human Resource Management 1.1 Nature, 1.2 Scope. 1.3 Semantics, 1.4 Functions, 1.5 Personnel Policies, 1.6 HRM Model. 1.7 Evolution. 1.8 Human Capital Management	5	Desirable to Know
2	Context of Human Resource Management 2.1: External Forces, Internal Forces, HRM and environment scanning	2	Desirable to Know
3	Integrating HR Strategy with Business Strategy 3.1: Nature of Strategic HRM	1	Good to know
4	Human Resource Planning 4.1: Nature 4.2: Importance. 4.3: Factors. 4.4: Planning Process, 4.5: Barriers to HRP	3	Must to Know

5	Analyzing Work and Designing Jobs 5.1: Nature of Job Analysis. 5.2: Competitive Advantage, Process, Methods, Potential Problems 5.3: Job Design, Factors affecting Job Design, Issues in Job Design, Case Study	3	Must to Know
6	Recruiting HR 6.1: Nature, Purpose, Factors. 6.2: Recruitment Process, Searching, Screening, Evaluation and Control, Case Study	3	Must to Know
7	Selecting & Inducting Human Resources 7.1: Nature, process, barriers, 7.2: Induction, Orientation Programme, Problems, Placement, Case Study	3	Must to Know
8	Training, Development and Career Management 8.1: Nature, Inputs, Gaps. 8.2: Training Process. 8.3: Career Development, Case Study	3	Good to Know
9	Appraising and Managing Performance 9.1: Performance Appraisal, Process, Challenges, legal issues, 9.2: Job Evaluation, Process, methods, alternative to Job Evaluation, Case Study	3	Must to Know
10	Managing Basic Remuneration 10.1: Components, theories, Importance, pause and ponder, factors, 10.2: Remuneration plans and Business Strategy, challenges, Incentives, Case Study	3	Desirable to know
11	Remunerating the Top Brass 8.1: Components, extent, justification, relevant Issues, Remedial	3	Desirable to know
12	Evaluating HRM Effectiveness 12.1: Nature and Need for HR Evaluation, Evaluation Framework, Approaches, Case Study	2	Good to Know
13	The e-HR 13.1: Nature of e-HR, e-HR Activities. 13.2: e-Recruitment, 13.3: e-Selection, 13.4: e-Performance Management, 13.5: e-Learning, 13.5: e-Compensation, Case Study	2	Must to Know

#### **Core Book**

1. Human Resource Management, Text and Cases by K.Aswathappa, Mc-GrawHill

#### **Reference books**

1. Human Resource Management by Snell and Bohlander, 1<sup>st</sup> Edition, Thomson Learning.
2. Fundamentals of Human Resource Management by David Deconzo and Stephen Robbins, 8th Edition, Wiley Publication.
3. Human Resource Management by Biswajeet Patnaik, 3rd Edition, Prentice Hall Publication,
4. Human resource management- texts and cases by VSP Rao, second edition 2005, Excel books
5. HRM by Madhurima Lal and Sakina Qasim Zaidi, 2008, Excel books, New Delhi

#### **HM144: HOSPITAL SERVICES AND OPERATIONS MANAGEMENT**

**(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)**

#### **Objectives:**

1. To inculcate medical doctors and other qualified personnel in the application of knowledge of functional areas of business covering management, finance, marketing, strategic planning and human resource management, as they apply to hospital;
2. To generate change in healthcare professionals who will gain competence in managing work culture transformations as they critically affect the effectiveness of managing hospital;
3. To generate in healthcare professionals the importance of effective organizational planning so that they are able to plan their healthcare businesses across varying economic conditions; and
4. To build strong business foundation in healthcare professionals who would be able to continuously acquire and apply new management knowledge and skills that are useful to manage healthcare organizations

#### Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Analyze the basic elements and departments of hospital
2. Critically appraise the interface between health care management theory and practice
3. Use international comparisons of health care systems and recent reforms to analyze the various models of funding, delivering, co-coordinating and developing health care systems
4. Use international comparisons of health care systems and recent reforms to analyze the various models of funding, delivering, co-coordinating and developing health care systems
5. Demonstrate an understanding of medico-legal issues and business law as applied to the management of health services
6. Develop skills in health care quality measurement, quality assurance, and quality improvement

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1Hospital: Definition 1.2Types 1.3Role 1.4Administration	1	Must know to
2	2.1Out Patient Department- Overview and types 2.2Functions 2.3Layout 2.4Managerial Considerations	2	Must know to
3	3.1 Emergency Service Department - Overview and types 3.2 Functions 3.3 Layout 3.4 Managerial Considerations	2	Must know to

4	4.1 In Patients Department - Overview and types 4.2 Functions 4.3 Layout 4.4 Managerial Considerations	1	Must know to
5	5.1 Operation Theater - Overview and types 5.2 Functions 5.3 Layout 5.4 Managerial Considerations	2	Good know to
6	6.1 Intensive Care Unit (ICU) New Borne Nurseries & Neonatal Intensive Care Unit (NICU) 6.2 Operation Theatre Management	1	Good know to
7	7.1 Psychiatric Services - Overview and types 7.2 Functions 7.3 Layout 7.4 Managerial Considerations,	1	Desirable to know
8	8.1 Radiology services - Function and types of services 8.2 Physical Facilities 8.3 Location 8.4 Staffing 8.5 Policies and procedures.	1	Good know to
9	9.1 Laboratory services - Types of Laboratory and services 9.2 Organization 9.3 Staffing 9.4 Quality assurance 9.5 Quality control techniques.	1	Good know to
10	10.1 Pharmacy services – Classification 10.2 Functions 10.3 Physical facilities 10.4 Staffing 10.5 Policy and procedures 10.6 Managerial Issues.	1	Good know to
11	11.8 Medical Record Department- Purpose Scope and Importance 11.9 Functions and Processing 11.10 Reports/ hospital utilization statistics	3	Must know to
12	12.1 Linen and laundry - Overview and objectives&Functions, Physical facilities, 12.2 Housekeeping Services - Objectives, Functions and types, 12.3 Activities and Cleaning agents, 12.4 Recent trend in Housekeeping. 12.5 Dietary services - Overview and functions, 12.6 Types of food service, 12.7 Physical facilities	5	Desirable to know
13	13.1 Hospital Waste Management - Classification & categories of Hospital waste, 13.2 Collection and storage of waste, 13.3 Disposal of waste	5	Must know to
14	14.1 CSSD – Aim and Objectives, Physical facilities, Staffing, Policy and procedures 14.2 Hospital Equipment Management – Procurement, Benefits, components, procedure and logistics.	5	Must know to
15	15.1 Admission & Central Billing Offices - Importance, Location, Function, Physical Facilities. 15.2 Communication Systems – Introduction, telephone system, Integrated Service Digital Network (ISDN), nurse call bell, public	6	Desirable to know

	address system, CCTV.		
16	16.1 Overview of Hospital engineering services, mortuary services, disaster management and security services.	3	Desirable to know
17	17.1 <b>Hospital Statistics</b> 17.2 <b>Introduction</b> 17.3 <b>Uses of Statistics in Hospital,</b> 17.4 <b>Bed Turnover Interval</b> 17.5 <b>Average Length of Stay</b> 17.6 <b>Bed Occupancy Rate</b> 17.7 <b>Admission and Discharge Rate</b> 17.8 <b>Mortality Rate</b> 17.9 <b>Rate of Follow up. (Board of Studies letter no MBA/OW/24012017/23 dated 25<sup>th</sup> January 2017 and Vide Notification of Board of Management Resolution Ref No. SVDU/R/2017-18/1565 dated 21st September 2017)</b>	4	Desirable to know
18	18.1 <b>Hospital Facility Management</b> 18.2 <b>Introduction</b> 18.3 <b>Functions</b> 18.4 <b>Importance</b> 18.5 <b>Objectives</b> 18.6 <b>Physical Facilities</b> 18.7 <b>Managerial Issues</b> <b>(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	3	Good to know
19	19.1 <b>Operations Research in Hospitals</b> 19.2 <b>Introduction</b> 19.3 <b>Functions</b> 19.4 <b>Importance</b> 19.5 <b>Objectives</b> 19.6 <b>Waiting Time Management</b> 19.7 <b>Managerial Issues (Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	7	Good to know

**Core Book:**

1. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.
2. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar & S Satpathy, Jaypee Medical Publishers, Delh.

**Reference Books:**

1. Principles of Hospital Administration and Planning ; By BM Sakharkar
2. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi

**HM140: HOSPITAL INTERACTION – II(3 Credits)**
**OBJECTIVES:**

*To impart practical hands on and live training of managerial aspects of different clinical, supporting and utility services of hospital*

The students are required to visit on campus hospital for at least 90 hours during their first semester. They are required to maintain log book for their hospital visit as per the guideline. They are also required to do a minor individual project in Hospital along with their observations of hospital operations and task assigned to them.

**IV102: VISIT (2 Credits)**
**OBJECTIVE:**

To orient operations of multi specialty or super specialty hospital and allied healthcare setups to enable them for comparative analysis

The students are required to visit prominent hospital(s) (accredited) at least for three days at regional (western region consisting Gujarat, Maharashtra and Rajasthan states under Union of India)/national level hospital as a part of their curriculum in second semester.

The students also have a choice to visit any other healthcare set up like pharmaceutical company, health insurance company etc.

They are required to prepare a status report based on their respective observation during their visit. Their performance during the project should be continuously evaluated by assigned faculty supervisor.

## **CB101: COMPETENCY BUILDING PROGRAM (2 Credits)**

### **OBJECTIVE:**

To impart practical knowledge and advance applied managerial and communication skills and contemporary issues in management.

The students shall be required to attend the competency building program during their 2<sup>nd</sup> semester in the form of guest lectures, expert sessions, seminars and workshops which addresses the leading and core issues in public health, hospital administration and allied services. They shall also be required to attend the series of guest lectures, expert sessions and workshops in functional areas of management, that is, finance, marketing and human resource. The students shall be expected to develop healthy soft skills through the programs based on communication skills, personality development and career counseling for future prospects. Their performance during the program shall be continuously evaluated by assigned faculty supervisor. *The students will be evaluated through the evidence based seminar and journal club on a comprehensive management practice. The student also has to present/publish a paper for evaluation (Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)*

## **GM127: SUMMER INTERNSHIP PROGRAM (10 Credits)**

### **OBJECTIVE:**

*To provide opportunity work in real life work setting and evaluate and apply knowledge in real life working environment.*

The students will be required to undergo Ten Weeks Full Time practical training in any organization after completion of second semester. They are expected to understand the operations of different managerial areas of the organization and demonstrate the knowledge and skills in studying and analyzing a selected problem in the work situation, in a systematic manner while suggesting solution to the management of the organization. Each student is required to study the problem under the guidance of a faculty member of the School of Management and supervisor nominated by the company/organization. This is mandatory for all the students for their promotion in second year. The failure in Summer Internship Project causes repetition of entire first year of the programme. **The detailed guidelines for Summer Internship Project are attached in Attachment I (A).**

SEMESTER – III					
Course Code	Course Name	Marks			Credits Hours
		Internal Evaluation	University Exam.	TOTAL	
GM125	Strategic Management	100	100	200	3
HM134	Hospital safety and Waste Management	100	100	200	2
HM103	Community Health, Epidemiology & Population Management	100	100	200	3
HM142	Global Health : Policies and Program	100	100	200	4
HM143	Quality Management in Hospitals	100	100	200	2
HM141	Healthcare Projects	200	0	200	3
IV103	Industrial Visit	200	0	200	2
FUNCTIONAL COURSES – FINANCE (ELECTIVE GROUP A)					
FM122	Investment and Risk Management	100	100	200	3
FM107	Financial Services Management	100	100	200	3
FM123	Strategic Finance and Taxation Management	100	100	200	3
FUNCTIONAL COURSES – MARKETING (ELECTIVE GROUP B)					
MM123	International Marketing & Consumer Behaviour	100	100	200	3
MM124	Service Marketing & Sales Management	100	100	200	3
MM125	Advertising & Brand Management	100	100	200	3
FUNCTIONAL COURSES –HUMAN RESOURCE (ELECTIVE GROUP C)					
HR108	Compensation Management and Labour Laws	100	100	200	3
HR109	Human Resource Development & Organizational Training	100	100	200	3
HR110	Strategic Human Resources& Change Management	100	100	200	3
TOTAL SEMESTER CREDITS					28



### GM125 STRATEGIC MANAGEMENT

#### Course Objective:

To familiarize the participants with the basic concepts of business strategy and to facilitate the participants to apply the concepts to live corporate situations and secondly explain contemporary concepts of strategy.

#### Learning Outcome:

At the end of the semester the students will have a basic understanding about the environments and the strategies required to cope up with them with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	Strategic Management 1.1 An Introduction 1.2 Evolution of business policy as a discipline 1.3 Concept of strategic management 1.4 Characteristics of strategic management 1.5 Defining strategy	6	Good to Know
2	2.1 Strategy formulation 2.2 Stakeholders in business 2.3 Vision, mission and purpose 2.4 Business definition, objectives and goals 2.5 Environmental appraisal 2.6 Types of strategies 2.7 Guidelines for crafting successful business strategies	5	Good to Know
3	3.1 Tailoring strategy to fit specific industry	1	Good to Know
4	4.1 Strategic analysis and choice 4.2 Environmental Threat and Opportunity Profile (ETOP) 4.3 Organizational Capability Profile 4.4 Strategic Advantage Profile 4.5 Corporate Portfolio Analysis 4.6 SWOT Analysis 4.7 Synergy and Dysnergy 4.8 GAP Analysis 4.9 Porter's Five Forces Model of competition 4.10 Mc Kinsey's 7s Framework 4.11 GE 9 Cell Model 4.12 Distinctive competitiveness 4.13 Selection of matrix	10	Desired to Know
5	Strategy implementation	14	Desired to



	5.1 Issues in implementation 5.2 Project implementation 5.3 Procedural implementation 5.4 Resource Allocation 5.5 Budgets 5.6 Organization Structure 5.7 Matching structure and strategy 5.8 Behavioural issues - Leadership style - Corporate culture - Values - Power - Social responsibilities - Ethics - Building a capable organization 5.9 Functional issues - Functional plans and policies - Financial, Marketing, Operations and Personnel plans and policies		Know
6	Strategy Evaluation 6.1 Importance 6.2 Symptoms of malfunctioning of strategy 6.3 Organization anarchies - Operations Control and Strategic Control 6.4 Measurement of performance 6.5 Analyzing variances 6.6 Role of organizational systems in evaluation	4	Must to Know
7	7.1 New Business Models and strategies for Internet Economy 7.2 Shaping characteristics of E-Commerce environment 7.3 E-Commerce Business Model and Strategies 7.4 Internet Strategies for Traditional Business 7.5 Key success factors in E-Commerce	6	Must to Know

#### Books Recommended

1. Business Policy and Strategic Management (Text and Cases) by P. SubbaRao
2. Strategic Management- by UpendraKachru
3. Business Policy, 2nd Ed. - AzharKazmi
4. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. and A.J.Strickland
5. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
6. Strategic Management – Pearce
7. Strategy & Business Landscape - PankajGhemawat Strategic Planning Formulation of Corporate Strategy - Ramaswamy

#### HM134: HOSPITAL SAFETY AND WASTE MANAGEMENT

##### Objectives:

1. To raise awareness on public health and environment hazards that may be associated with inappropriate segregation, storage, collection, transport, handling, treatment and disposal of health-care waste;
2. To provide information on hazards and sound management practices of health-care waste for the formulation of policies and the development or improvement of legislation and technical guidelines;
3. To identify waste management practices and technologies that are safe, efficient, sustainable, economic and culturally acceptable;
4. To enable the participants to identify the systems suitable for their particular circumstances;
5. To enable managers of health-care establishments to develop their waste management plans;

##### Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Evaluate technical and sanitary aspects of hospital waste management situation in selected facilities, regarding to handling, storage, treatment, collection and final disposal.
2. Assess the existing legal and regulatory framework of hospital waste management.

3. Identify areas of potential environmental concerns that will need to be addressed in light of the Negative Determination with conditions
4. Develop medical waste management policies and procedures and health staff training guidelines on these procedures.
5. Recommend/advise purchase and installation of necessary and workable equipment for safe waste disposal
6. Help decisions makers to adopt better alternatives to solve the mismanagement of the hospital wastes

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Fire Safety Service: Introduction 2.4Importance 2.5Fire prone areas 2.6Provisions of Fire Safety Regulations – Fire Prevention & Fire Safety Act, 1986 mandatory provisions 2.7Manpower requirements 2.8Staff & training 2.9Fire action plan.	3	Must to know
2	2.1Security sensitive areas 2.2Functions of hospital security department 2.3Security organization & physical security measures	3	Must to know
3	3.1 Disaster Management: Introduction 3.2 Types of Disasters- Natural & Manmade 3.3 Effects of various types of Disasters 3.4 Essentials of Disaster Management – Preparedness & Response 3.5 Hospital Disaster Management Plan 3.6 National Disaster Management Authority	4	Desirable to know
4	3.7Hospital Waste Management: Introduction to Hospital Waste 3.8Importance of Hospital Waste management 3.9Types of Hospital Waste 3.10 Categories of Biomedical waste 3.11 Containers 3.12 Color code 3.13 Biomedical Waste Collection 3.14 Classification, Segregation, management and disposal, 3.15 Waste incinerators, Shredders	4	Must to know

	3.16 Legal aspects of waste management, Outsourcing of Waste Management		
5	<b>5.1 Prevention of Hospital Acquired Infections: Introduction, Hand Hygiene</b> <b>5.2 Use of PPE</b> <b>5.3 Vaccination of healthcare workers</b> <b>5.4 Transmission Based Precautions</b> <b>5.5 Organizational Structure of Infection Control</b> <b>(Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)</b>	3	Must to know
6	<b>6.1 Safe Injection Environment: Introduction</b> <b>6.2 Present Scenario</b> <b>6.3 Best Practices and Policy for Safe Injection environment</b> <b>6.4 Injection waste disposal</b> <b>6.5 Newer technologies for safe injection practices.</b> <b>(Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)</b>	3	Must to know
7	<b>7.1 Energy Conservation: Introduction</b> <b>7.2 Need &amp; importance</b> <b>7.3 Fundamental control application</b> <b>7.4 Advanced Control Applications and Integrated control Applications</b> <b>(Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)</b>	5	Good to know
8	<b>8.1 Occupational Safety: Health and safety issues</b> <b>8.2 Economic benefit and value of Occupational Health and Safety</b> <b>8.3 Risk Assessment</b> <b>8.4 Prevention of Biological hazards</b> <b>8.5 Chemical Hazards</b> <b>8.6 Ergonomic hazards</b> <b>8.7 Psychosocial and others</b> <b>8.8 Safety practices for Healthcare Personnel and waste workers.</b> <b>(Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)</b>	4	Good to know
9	<b>9.1 Food Safety: Introduction</b> <b>9.2 Need</b> <b>9.3 Sources of contamination</b> <b>9.4 Farm to Fork Model for food safety.</b> <b>(Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)</b>	5	Desirable to know

10	<b>10.1 Radiation Safety: Introduction</b> <b>10.2 Need</b> <b>10.3 Importance</b> <b>10.4 Hazards</b> <b>10.5 Regulations</b> <b>10.6 Building Structure</b> <b>10.7 Personnel and patient protection</b> <b>10.8 Radiation Surveys</b> <b>10.9 Training</b> <b>10.10 Emergency Actions</b> (Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11 <sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)	3	Desirable to know
11	<b>11.1 Patient Safety: Introduction</b> <b>11.2 Need</b> <b>11.3 Importance</b> <b>11.4 Goals</b> <b>11.5 Regulations</b> <b>11.6 Training</b> (Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11 <sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)	2	Good to know

**Core Book:**

1. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.
2. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar Satpathy, Jaypee Medical Publishers, Delhi

**Reference Books:**

1. Principles of Hospital Administration and Planning ; By BM Sakharkar
2. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi

**HM 103: COMMUNITY HEALTH, EPIDEMIOLOGY & POPULATION MANAGEMENT**
**Objectives:**

1. Understand and apply the principles and concepts of management to the organization and delivery of healthcare services for the community
2. Appreciate the advantages and disadvantages of different approaches in health and social care and be able to select an approach most suited to the change process within their particular service.
3. To understand the complex, dynamic, and multidimensional issues and perspectives involved in healthcare for the population and community.
4. To apply the knowledge and understanding in healthcare decision making process.
5. To understand the importance of studying epidemiology and applying the principles of epidemiology for various decision making..

**Learning Outcomes:**

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Have an in-depth understanding of the drivers behind health reforms and be able to implement strategies for effective management within a broader climate of systemic change.
2. Appreciate the steps involved in formulating and implementing health policies and programs for the community to prevent various epidemiologies.

3. Have an understanding of the nuances between health services delivery in different national contexts.
4. Become both users and producers of quality health services research that enables evidence-informed decision making.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1Epidemiology: History 1.2 Definition 1.3Aims 1.4General principles 1.5Multifactorial causation 1.6natural history 1.7risk factors	3	Must know to
2	2.1Methods in epidemiology 2.2Descriptive, Analytical 2.3Uses of epidemiology 2.4Duties of epidemiologist 2.5General idea of method of investigating chronic diseases, mostly non-infectious nature epidemic, endemic, and pandemic	4	Must know to
3	3.1 Ethical conversation in any study requirement 3.2 Screening of diseases 3.3 Standard procedures used	3	Must know to
4	4.1ENVIRONMENTAL HEALTH: Impact of important components of the environment of health 4.2Principles and methods of identification 4.3Evaluation and control of such health hazard 4.4Pollution of air, water, soil, noise, food 4.5Domestic and industrial toxins 4.6Ionizing radiation 4.7Occupational hazards	3	Good know to
5	5.1 NUTRITION IN PUBLIC HEALTH: Study of science of nutrition and its application to human problem 5.2 Nutritional surveys and their evaluations 5.3 Influence of nutrition and diet on general health 5.4 Dietary constituents 5.5 Guidelines for nutrition	3	Good know to
6	6.1 Health Care of the community Health system	4	Must to

	6.2 Levels of health care 6.3 Principles of primary health care 6.4 Millennium Development Goals.		know
7	7.1 Health Care Delivery: Model 7.2 Health status and problems 7.3 Resources 7.4 Health care system of India.	3	Must know to know
8	8.1 Population management: Demography cycle 8.2 Population trends of world, India, 8.3 Family Planning 8.4 Family welfare programmes 8.5 Community needs assessment approach 8.6 National Family welfare programme 8.7 Evaluation of family plan	4	Desirable to know
9	9.1 PUBLIC HEALTH EDUCATION: Definition 9.2 Aims 9.3 Principles of health education 9.4 Health education 9.5 Methods 9.6 Models, 9.7 Contents 9.8 Planning health education programs	4	Must know to know
10	10.1 Health Statistics & Committee Reports	4	Desirable to know

**Core Book:**

1. K Park, 2011; "Preventive and Social Medicine" 21st Edition, International Student Version, ISBN: 9788190607995 by M/S Banarsidasbhanot publishers, Jabalpur.
2. Detels R, Beaglehole R, 2009; "Oxford Textbook of Public Health" 5<sup>th</sup> Edition, ISBN: 9780199218707 by Oxford University Press.

**Reference Book:**

1. Dicker R, 2006; "Principles of Public Health practice" 3<sup>rd</sup> Edition by CDC
2. F. Douglas Scutchfield, Keck William, Stephen D. Burd, 2010; "Public Health Practice" 1<sup>st</sup> Edition, ISBN: 9788131508893 by Delmar Publishers
3. Raymond L. Goldsteen, Karen Goldsteen, David Graham, 2010 "Introduction to Public Health" 5<sup>th</sup> edition, ISBN: 9780826141521 by Springer publishing company

**HM142: GLOBAL HEALTH: POLICIES AND PROGRAM**
**Objectives:**

1. Provide a framework for understanding the policymaking process (formulation, implementation, and modification of health policy in India and world)
2. Analyze the interaction of social, political, and economic forces in shaping health policies;
3. Understand the influence of public policy on the organization, delivery, and financing of healthcare services; and
4. To gain proficiency in analyzing healthcare policies and identify ways to engage effectively in the public policymaking process.

**Learning Outcomes:**

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Appraise foundational legal and ethical principles related to health care,
2. Evaluate applicable laws in health care settings,
3. Articulate the policy making process.

4. Have an in-depth understanding of the drivers behind health reforms and be able to implement strategies for effective management within a broader climate of systemic change.
5. Appreciate the steps involved in formulating and implementing health policies and programs for the community to prevent various epidemiologies.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Health Planning and Management 1.2 Health Planning 1.3 Planning Cycle 1.4 Management	3	Must to know
2	2.1 Health Planning in India 2.2 Bhore Committee 2.3 Mudaliar Committee 2.4 Chadah Committee 2.5 Mukerji Committee 2.6 Jungalwala Committee 2.7 Kartar Singh Committee 2.8 Shrivastav Committee 2.9 Rural Health Scheme, 2.10 Health for all.	5	Good to know
3	3.1 Health Sector Planning 3.2 Planning Commission 3.3 Five Year plans 3.4 Health System in India.	3	Must to know
4	4.1 Evaluation of Health Services 4.2 Domestic and industrial toxins 4.3 Ionizing radiation 4.4 Occupational hazards	3	Good to know
5	5.1 Health programmes: Introduction 5.2 How are they planned 5.3 Advantages 5.4 Strategy.	3	Must to know
6	Health programmes in India 6.1 National Vector borne disease control Programme 6.2 National Leprosy Eradication Programme 6.3 RNTCP 6.4 National AIDS control Programme	7	Must to know



	6.5 National programme for control of blindness 6.6 Universal Immunization Programme 6.7 NRHM 6.8 RCH 6.9 National cancer control program 6.10 National mental health programme 6.11 Nutritional Programmes 6.12 National family welfare programme 6.13 National Water supply and sanitation programme 6.14 Minimum Needs Programme 6.15 20 points program <b>6.16 Ayushman Bharat (Board of Studies Letter no. MBA/OW/11022019/527 dated 11th February 2019 and Vide Notification of Board of Management Resolution Ref No. SV/R/2019/AC/7355 dated 16<sup>th</sup> March 2019)</b>		
7	7.1 National health policy 7.2 National population policy	3	Must to know
8	8.1 State health programmes and policies.	6	Good to know
9	9.1 Primary Health care in developing countries 9.2 International health Agencies 9.3 International Health Issues and Challenges, 9.4 International Health Planning and evaluation 9.5 Health and Human Rights 9.6 Public Health and Non communicable diseases in developing Countries	3	Must to know
10	10.1 Community Interventions in developing and developed nations 10.2 Health Policy and prevention in global world 10.3 Nutrition in developing nations 10.4 Alcohol and other drugs in society: A national and global perspective	4	Desirable to know
11	11.1 Effective responses to HIV in developing countries 11.2 Health communications and training 11.3 Health Challenges and Care for Refugees and Migrants 11.4 Transition Issues and Strategies	3	Good to know
12	12.1 Disaster Response and Clinical Medicine in resource limited Settings 12.2 Travel Medicine Infectious Diseases Related to Travel 12.3 Special Needs Travelers	4	Desirable to know

**Core Book:**

1. K Park, 2011; "Preventive and Social Medicine" 21st Edition, International Student Version, ISBN: 9788190607995 by M/S Banarsidasbhanot publishers, Jabalpur.

**Reference Book:**

1. Joel B. Teitelbaum, George Washington, Sara E. Wilensky, 2007; "Essentials of Health Policy and Law" George Washington University
2. Dicker R, 2006; "Principles of Public Health practice" 3<sup>rd</sup> Edition by CDC
3. F. Douglas Scutchfield, Keck William, Stephen D. Burd, 2010; "Public Health Practice" 1<sup>st</sup> Edition, ISBN: 9788131508893 by Delmar Publishers
4. Raymond L. Goldstein, Karen Goldstein, David Graham, 2010 "Introduction to Public Health" 5<sup>th</sup> edition, ISBN: 9780826141521 by Springer publishing company



# HM143: QUALITY MANAGEMENT IN HOSPITALS

## Objectives:

1. To endow learners with skills and talents necessary for addressing the challenging issues relevant to hospital management. Introduce learners with the fundamentals and contemporary concepts of Total Quality Management and their applications in managing hospitals.
2. To equip learners to plan, evaluate, analyze and manage the different concepts of hospital management and develop a comprehensive field practicum to enforce the learners' abilities and skills in implementing the hospital management methodologies.

## Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Analyze the various concepts of hospital management and demonstrate abilities to address the relevant challenges in hospital settings.
2. Evaluate the contemporary concepts and principles of Total Quality Management and their impacts in hospital managerial setting.
3. Critically analyze the organizational structure, policies and processes that affect the functioning and performance of the manager.
4. Use analytical, conceptual and communications skills to develop and implement strategies addressing issues in the hospital management.
5. Implement a comprehensive and integrated strategic training plan to improve the practical skills.
6. Critically analyze the hospital service policies and procedures.

## ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

## COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Quality 1.2 Evolution of Quality 1.3 Dimensions of quality in healthcare	4	Must to know
2	2.1 Present international Scenario 2.2 International Society for Quality in healthcare 2.3 Indian Scenario	3	Must to know
3	3.1 Cost of Quality	1	Desirable to know
4	4.1 Quality Programs 4.2 TQM	4	Must to know

	4.3 Six Sigma 4.4 Kaizen 4.5 ISO 4.6 Lean		
5	5.1 Quality Planning & Improvement of quality of services in hospital	3	Desirable to know
6	6.1 Certification and Accreditation 6.2 ISO 6.3 JCI 6.4 NABH Criteria for Quality in Hospital	5	Must to know
7	<b>7.1 Quality Tools</b> <b>7.2 Introduction</b> <b>7.3 Pareto</b> <b>7.4 Fish Bone</b> <b>7.5 Flow Chart</b> <b>(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	5	Must to know
8	<b>8.1 Quality Management of Clinical</b> <b>8.2 Quality Management of Support</b> <b>8.3 Quality Management of Utility</b> <b>8.4 Quality Management of Administrative Services</b> <b>(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)</b>	5	Good to know
9	9.1 Important programs for Hospital Wide improvement of Hospitals	4	Must to know
10	10.1 Quality Assurance and its cycle, Quality Policy	3	Good to know
11	11.1 Evaluation of Programs	3	Must to know

#### CORE BOOKS

1. Total quality service in healthcare: UshaManjunath 2012 edition, , Rawat Publications
2. Quality Management in Hospitals- S. K. Joshi, Jaypee publishers

#### REFERENCE BOOKS

1. Total quality service in healthcare by C. Wagner, R. Coppen, M.C. Poortvliet, by ENQual
2. Encyclopaedia Of Quality Management In Hospital And Health-Care Administration by K. Joanne McGlown, Pentagon Press, ISBN: 9788182742079

#### HM141: HEALTHCARE PROJECTS – II (3 Credits)

##### OBJECTIVE:

*To impart practical hands on and live training of managerial aspects of handling different community health project*

The students are also allocated different projects in healthcare sectors in general and of community and public health in particular in third semester. They are expected to visit different organizations involved in public health management and manage different community outreach activity. Their performance during their project should be continuously evaluated by assigned faculty supervisor.

#### IV103: INDUSTRIAL VISIT (2 Credits)

##### OBJECTIVE:

*To orient operations of different multi & super specialty hospital and enabled them for comparative analysis of different hospital*

The students are required to visit hospital ( accat least one prominent national level (Any state and/or Union Territory under Union of India) hospital as a part of their curriculum in third semester. They are required to prepare a status report based on their respective observation during their visit. Their performance during the project should be continuously evaluated by assigned faculty supervisor.

**FUNCTIONAL COURSES – FINANCE (ELECTIVE GROUP A)**
**FM122: INVESTMENT AND RISK MANAGEMENT**

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

**OBJECTIVES:**

1. To equip students regarding theory and practice of capital market
2. To impart knowledge of managing risky and risk free investment in scientific way so that portfolio can be constructed.

**LEARNING OUTCOME:**

After completion of this course, students are able to understand trading, clearing and settlement system in capital market and able to analyze different risky and risk free investment avenues for construction of portfolio with the highest level of evidences.

**ASSESSMENT**

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

**COURSE CONTENTS**

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	<b>Nature and scope of investment</b> 1.1 Definition, nature of investment, objectives 1.2 financial intermediaries 1.3 investment vs. speculation, investment vs. gambling, investment attributes, investment alternatives 1.4 Types of investors	3	Good to Know
2	<b>Avenues of Investment</b> 2.2 Risk free and Risky Investment Avenues	2	Good to Know
3	<b>Risk Management</b> 3.1 About derivative market in India 3.2 Types of derivative; future, forward and option contracts and its pay off 3.3 Example of hedging and speculation with derivative instrument with special reference to healthcare sector	10	Good to Know
4	4.1 Investment in Stock, Currency and Commodity Market 4.2 Brief introduction about market segment, exchanges, regulation and trading, clearing and settlement process	5	Good to Know
5	<b>Risk and Return</b> 5.1 Introduction, risk defined, measurement of risk and expected return, risk return relationship	3	Must to Know

	5.2 Portfolio and security returns, Return and risk of portfolio, portfolio diversification and risk, benefits of diversification, when diversification does not help		
6	<b>Fundamental Analysis:</b> 6.1 Economic Analysis, Industry Analysis & Company Analysis with Model Building	3	Must to Know
7	<b>Technical analysis</b> 7.1 Introduction to technical analysis 7.2 Technical Vs. Fundamental analysis, 7.3 Do theory, Criticism of Dow theory, 7.4 Types of trend, 7.5 Chart types, moving averages, Exponential moving average, Technical analysis indicators, oscillators, limitations of charts	5	Must to Know
8	8.1 Efficient market theory	1	Must to Know
9	<b>Portfolio Analysis</b> 9.1 Introduction, inputs to portfolio analysis, portfolio selection 9.2 Markowitz diversification, traditional portfolio analysis	3	Desired to Know
10	<b>Portfolio selection</b> 10.1 Portfolio management 10.2 Diversification, optimal portfolio 10.3 Rates of return, expected return on a portfolio, sharp single index model, Markowitz model: the mean variance criterion	4	Desired to Know
11	<b>Portfolio revision</b> 11.1 Meaning of portfolio revision, 11.2 Need for portfolio revision 11.3 Portfolio revision strategies,	2	Desired to Know
12	<b>Performance evaluation of portfolio:</b> 12.1 Introduction, 12.2 Methods of calculating portfolio returns 12.3 Portfolio performance and risk adjusted methods	3	Desired to Know

**CoreBook:**

1. PunthavathyPandian - Security Analysis and Portfolio Management - Vikas Publishing House

**Text Books**

1. SudhindraBhat - Security Analysis & Portfolio Management - Excel Books
2. Preeti Singh - Investment Management - Himalaya Publishing House
3. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown - Modern Portfolio Theory and Investment Analysis – Wiley India
4. V K Bhalla - Investment Management - S Chand

**FM 107: FINANCIAL SERVICES MANAGEMENT**

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

**OBJECTIVES:**

1. Familiarize students with existing financial system in India
2. To impart theoretical and practical knowledge of different banking and non-banking financial services of business

**LEARNING OUTCOME:**

After completion of the course, students are able to understand operations of financial market in India and different financial services available to corporate and its role in business with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 An Introduction to financial system 1.2 Overview of different financial services and institutions 1.3 Financial markets, their roles, nature and scope	2	Good to Know
2	Financial Markets 2.1 Introduction 2.2 An Evolution & Globalization 2.3 An Indian Context; Structure & Growth	2	Good to Know
3	3.1 Money Market in India	3	Good to Know
4	4.1 Primary Market in India	4	Good to Know
5	5.1 Secondary Market in India	5	Good to Know
6	6.1 Repo Market 6.2 Debt Market 6.3 New Issues Market	2	Must to Know
7	7.1 Stock Market Indices	2	Must to Know
8	8.1 Regulatory Frame work of financial market in India	2	Must to Know
9	9.1 Financial Services – An Introduction	2	Must to Know
10	10.1 Merchant Banking	2	Desirable to Know
11	11.1 Leasing & Hire Purchase	2	Desirable to Know
12	12.1 Venture Capital	2	Desirable to Know
13	13.1 Mutual Funds	3	Desirable to Know
14	14.1 Factoring & Forfeiting	2	Desirable to Know
15	15.1 Securitization of Debt	1	Desirable to Know

16	16.1 Credit Rating & Credit Cards	2	Desirable to Know
17	17.1 Banking Services in India	4	Good to Know
18	18.1 Insurance Services in India	3	Good to Know

#### Core Book

1. Financial services and Markets; Gordon & Natrajan; HPH

#### Reference Books

1. The Indian Financial System & Development; Vasant Desai; HPH
2. Indian Financial System; S. B. Deodhar & Aditi. A. Abhyankar; HPH
3. Management of Indian financial institutions; R.M. Srivastava & Divya Nigam; HPH
4. Marketing of financial services; V.A. Avadhani; HPH
5. Financial Services – Bhalla V.K. – Anmol Publication
6. Financial Services – Khan M Y. – TMH Publication
7. Financial Services – Sasidharan & Methew – TMH Public

#### FM123: STRATEGIC FINANCE & TAXATION MANAGEMENT

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

#### Objectives

1. To understand theoretical and practical aspects of financial planning in various strategic issues
2. To understand role of finance manager in different core managerial function viz marketing, human resources and operations.
3. To understand taxation environment in India
4. To understand procedural aspects of corporate taxation

#### Learning Outcome

After completion of this course students are able to understand contribution of financial management in formation of different business level and grand strategies of an organization and taxation environment in India with special reference to corporate taxation. They can also be aware about procedural aspects of corporate taxation as per latest norms and its utility in financial management with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes* at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Introduction to SFM 1.2 Nine Reference to SFM	4	Good to Know

	1.3 Ethical Aspect of SFM 1.4 Strategic ROI & Profit Leakage		
2	2.1 Strategic Financial Analysis of Value chain & Product Life Cycle	2	Good Know to
3	3.1 Strategic Financial Management in HRM Process & Strategic Wage Management	2	Good Know to
4	4.1 Strategic Supply Chain Management	2	Good Know to
5	5.1 Financial Aspect of other Generic Strategies & Grand Strategies including corporate restructuring 5.2 Merger & Acquisition, Restructuring of Sick Units etc.	5	Must Know to
6	6.1 Introduction Valuation & its Approach	4	Must Know to
7	7.1 Introduction Taxation Environment in India - Tax Environment in India - Types of Tax System - Corporate Tax - Income Tax - <b>GST(Added as per Board of Studies letter No MBA/OW/13012018/ 239 dated 11<sup>th</sup> January 2018 and Vide Notification of Board of Management Resolution Ref No. SV/4539/2017-18 dated 2nd April 2018)</b> - Government Regulation - Application in Business	3	Must Know to
8	8.1 Basic Concepts and Terminologies for Corporate Taxation for Managers	3	Must Know to
9	9.1 Income Tax : Introduction to different heads of Income 9.2 Computation process of Income Tax 9.3 Tax Filling Process (Only theoretical part)	3	Must Know to
10	10.1 Corporate Taxation: Structure in India 10.2 Methods of Calculations 10.3 <b>GST: Introduction</b> <b>10.4 Significance</b> <b>10.5 Advantages</b> <b>10.6 Disadvantages</b> <b>10.7 Computation of GST</b> <b>10.8 Relevance in Healthcare Sector</b> <b>(Added as per Board of Studies letter No MBA/OW/13012018/239 dated 11<sup>th</sup> January 2018 and Vide Notification of Board of Management Resolution Ref No. SV/4539/2017-18 dated 2nd April 2018)</b>	5	Must Know to
11	11.1 Concept of Tax Planning 11.2 Tax Avoidance 11.3 Tax Evasion and Tax Deduction	2	Desirable Know to
12	12.1 Concept and Procedure rated with Advance Tax & TDS	2	Desirable Know to
13	13.1 Concept and issues rated Interest and Penalty on Tax	2	Desirable Know to
14	14.1 Corporate Tax : Search, Seizure and Tax Raids	2	Desirable Know to
15	15.1 Appeals, Tribunal, Arbitrage and other legal aspects	2	Desirable to



			Know
16	16.1 Tax Planning in respect of: - Nature of Business - Location of Business - Employees Compensation - Financial Decisions and Business Restructuring	3	Desirable to Know

#### Core Book:

1. G P Jakhotiya – Strategic Financial Management – Vikas Publishing House Pvt Ltd.
2. Singhania – Corporate Taxation & Financial Plan (Latest Edition Only) – Taxman Publication

#### REFERENCE BOOK

1. Bhalla V.K. – Financial Management & Policy – Anmol Publication, Delhi
2. Van Horne James - Financial Management & Policy – PHI
3. Fogler H. and Ganpathi – Financial Econometrics – PHI

#### FUNCTIONAL COURSES – MARKETING (ELECTIVE GROUP B)

##### MM123 International Marketing & Consumer Behaviour

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

#### COURSE OBJECTIVES

Focus of the course would be on the psychological and sociological elements and their impact on consumer decision making.

1. The course will help the students take a holistic view of the buyer
2. It will help equip them with knowledge of various models and frameworks to help understand buyer behavior and align the knowledge with formulation of appropriate marketing strategies.
3. The objective is to gain an understanding of the theoretical and conceptual concepts of buyer behavior and apply them to real life marketing situations and practices.
4. To familiarize the students with the theoretical base for International Marketing.
5. To enhance the students understanding of International Marketing Environment and
6. Strategies.
7. To enable students to develop skills.
8. To make Strategic and Operational Marketing Decisions in the context of different, complex marketing environments.
9. Understand the various concepts to International Marketing
10. Have knowledge about the various policies which govern the international markets
11. Have knowledge about the various international trade organizations.

#### LEARNING OUTCOME

At the end of the course the student will have an understanding of the behavior of the buyer in the marketplace. Focus would be on the psychological and sociological elements and their impact on consumer decision making with the highest level of evidences. The other major focus will be on the International Marketing Management and the various strategic issues of strategic marketing management.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement	



validation with maximum 10 Minutes duration.

**COURSE CONTENTS**

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Introduction to Consumer Behavior; 1.2 Consumer Behavior and marketing Strategy, 1.3 Methods of consumer research, 1.4 Applications of consumer behavior knowledge in marketing. 1.5 Segmentation, 1.6 Consumer Decision making process 1.7 Decision making roles Information Search Process	8	Must to Know
2	2.1 Consumer needs theories of Motivation and their applications. 2.2 Process theories and content theories. 2.3 Personality and self concept. 2.4 Theories of personality. 2.5 Trait theory and measurement. 2.6 Motivational Research. 2.7 Perception. 2.8 Thresholds of perception, 2.9 Subliminal perception, 2.10 Perceptual process dynamics. 2.11 Positioning methods and measurement. 2.12 Perceptual mapping methods, 2.13 Multi Dimensional Scaling. 2.14 Consumer imagery	6	Must to Know
3	3.1 Learning theories and their applications, 3.2 Brand loyalty, 3.3. Brand extensions. 3.4 Conditioning theories, 3.5 Cognitive learning theories. 3.6 Attitudes and Attitude Change; 3.7 Concept and measurement of attitudes. 3.8 Strategies of attitude change. 3.9 Attribution theory and Cognitive dissonance. 3.10 Persuasion and persuasibility.	5	Must to Know
4	4.1 Psychographics and Lifestyle; 4.2 Reference Group Influence; 4.3 Theory of reference group and applications. 4.4 Endorsements and reference group influence.	5	Must to Know
5	5.1 Culture, 5.2 The concept meaning and measurement Content analysis. 5.3 Values and beliefs, 5.4 Rituals, Customs, Tradition, Symbol and influence in consumption. 5.5 Consumer learning of culture. 5.6 Consumer Socialization. 5.7 Semiotics. 5.8 Subcultures and Cross Cultural issues in marketing.	4	Must to Know
6	6.1 Family	2	Must to

	6.2 Family life cycle and decision-making. 6.3 Social Class. 6.4 The concept and measurement. 6.5 Mobility among social classes. 6.6 Prestige products and status. 6.7 Diffusion of Innovation and Opinion Leadership.		Know
7	7.1 Overview of World Business and Framework of International Marketing: 7.2 Definition of International Marketing, 7.3 International Dimensions of Marketing, 7.4 Domestic v/s International Marketing, 7.5 Process of Internationalization, 7.6 Benefits of International Marketing. 7.7 World Market Environment: 7.8 Political Environment- 7.8.1 Political Systems, 7.8.2 Political Risks, 7.8.3 Indicators of Political Risk, 7.8.4 Analysis and Measures to minimize Political Risk.	5	Good To Know
8	8.1 Cultural Environment- Culture and its Characteristics, 8.2 Influence of Culture on 8.2.1 Consumption 8.2.2 Thinking 8.2.3 Communication Process, 8.2.4 Cultural Universals.	4	Good To Know
9	9.1 Planning for International Marketing 9.2 Marketing Research, Marketing Information Sources 9.3 9.4 Marketing Information System 9.5 Market Analysis Foreign Market Entry Strategies 9.5.1 Exporting, 9.5.2 Licensing, 9.5.3 Joint Ventures, 9.5.4 Strategic Alliances, 9.5.5 Acquisitions Franchising, 9.5.6 Assembly Operations , 9.5.7 Management Contracts, 9.5.8 Turnkey Operations, 9.5.9 Free Trade Zones	4	Good To Know
10	10.1 International Marketing Decisions 10.2 Product Policy and Planning- Product Design and Standardization, 10.3 International Pricing Strategy- 10.4 Role of Pricing, 10.5 Price Standardization, 10.6 Pricing Decisions, 10.7 Price Distortion, 10.8 Transfer Pricing, 10.9 Counter Trade, 10.10 Terms of Sale, 10.11 Methods of Financing and Means of Payment.	2	Desirable to Know

#### **CORE BOOK**

1. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994
2. Cherunilam F - International Trade and Export Management (Himalaya, 2007)

#### **REFERENCE BOOKS**

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993
3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
4. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
5. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993
6. Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)
7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
8. Czinkota - International Marketing (Thompson, 8th Ed.)
9. Cateora Graham - International Marketing (TMH, 10th Ed.)
10. Jain S. – International Marketing (Thomson)
11. International Marketing, R.M.Joshi, OUP
12. Global Marketing Management, K. Lee, OUP
13. International Marketing-Cateora.

#### MM124 Service Marketing & Sales Management

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

#### LEARNING OBJECTIVES

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

In today's competitive marketplace no company can take its customers or market share for granted. A company that does not quickly capture and understand changes in the market place will normally witness a sharp decline in sales and profitability. Hence, a company's sales team and channel partners have a larger role to play in fulfilling organizational objectives. The sales and distribution function of a modern day corporation must not merely sell products; they must also be actively involved in solving customer problems and building a relationship with customers.

The Sales Management course will focus on sales force management issues. The aim is to facilitate an understanding of the sales variables.

1. To introduce course participants to national and international sales practices
2. To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales management systems
3. To sharpen decision making skills of future sales managers

#### LEARNING OUTCOME

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Differentiate services
2. Measure and Analyze buying behavior and customer satisfaction
3. Manage service recovery
4. Delivering and Performing services
5. Course participants should be able to understand & appreciate the diverse variables affecting the sales function
6. Course participants should be able to develop sales plans
7. Course participants should be able to link Sales with other marketing variables

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 40 marks each, during the semester. And an average of two will be calculated for	20%

final evaluation.	
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach toward s the course
1	1.1 Introduction to Service Marketing, 1.2 What is Service, 1.3 Characteristic of Services, 1.4 Tangibility , 1.5 Spectrum of Services, 1.6 Why Service Marketing	3	Must to Know
2	2.Service Marketing Mix	1	Must to Know
3	3. Buying Behavior in Services	1	Must to Know
4	4. GAP Analysis in Service Marketing, 4.1 Theory of Satisfaction	1	Must to Know
5	5. GAP Analysis in Service Marketing, GAP providers	1	Must to Know
6	6. Understanding Customer through Research, 6.1 Basics of Market Research	1	Must to Know
7	7. Service Recovery, 7.1 Concept, 7.2 Impact of Service failure and recovery, 7.3 Customer's Expectation towards service recovery	3	Must to Know
8	8. Service Recovery, Strategies, Service Guarantee	1	Must to Know
9	9. New Service Design and Development, 9.1 Challenges, 9.2 Types, 9.3 Stages	1	Good to Know
10	10. Customer Defined Service standard for services	1	Good to Know
11	11.Physical Evidence and Service space	1	Good to Know
12	12. Employees Roles in Service Delivery	1	Good to Know
13	13. Customers Role in Service Delivery	1	Good to Know
14	14. Managing Demand, 14.1 Concepts, 14.2 Strategies	1	Good to Know
15	15. Integrated Service Marketing Communication	1	Good to Know
16	16. Pricing of Services	1	Good to Know
17	17.Financial and Economic Aspect of Services	5	
<b>Sales Management</b>			
18	18.1Introduction: Selling as a part of Marketing,	5	Good to

	18.2 Sales Management Process.		Know
19	19.1 Role of Sales Manager, 19.2 Concept of personal Selling	2	Good to Know
20	20.1 Sales Management and Salesmanship, 20.2 The ones of Personal Selling	2	Good to Know
21	21.1 Process of Personal selling, 21.2 Qualities of a Successful Salesman	2	Good to Know
22	22.1 Analyzing Market Demand and sales Potential, 22.2 Techniques of Sales Forecasting	1	Desirable to know
23	23.1 Preparation of Sales Budget	1	Desirable to know
24	24.1 Formulating Selling Strategies	1	Desirable to know
25	25.1 Designing Sales Territories and Sales Quotas	1	Desirable to know
26	26.1 Sales Force Management: Organizing the sales force	1	Desirable to know
27	27.1 Designing the Structure and size of Sales force	1	Desirable to know
28	28.1 Recruitment and Selection of Sales Force	1	Desirable to know
29	29.1 Leading and Motivating the Sales Force	1	Desirable to know
30	30.1 Sales Contests	1	Desirable to know
31	31.1 Distribution Management	1	Desirable to know

#### CORE BOOK

1. Service Marketing – Zeithmal; Bithner; Gremler&Pandit– THM Services Marketing: Lovelock Christopher, WirtzJochen and ChatterjeeJayanta Pearson Prentice Hall Sixth Edition, 2010
2. Sales Management :Decisions,Strategies& Cases Richard R. Still,Edward W. Cundiff, Norman A.P. Govoni Pearson Latest Edition

#### REFERENCE BOOKS

- 1 Marketing of Services - O. S. Jha – Himalaya Publication
- 2 Marketing of Services - Ravi Shankar – Excel Publication
- 3 B. Balaji: Services Marketing and Management – S. Chand and Co. Ltd. New Delhi.
- 4 James A Fitzsimmons and Mona J. Fitzsimmons: Services Management
- 5 operations, Strategy and information Technology – McGraw Hill Books Co. Ltd. Singapore.
- 6 VasntiVenugopal, Raghu V. N.: Service Marketing – Himalaya Publishing House.
- 7 S.M. Jha: Service Marketing – Himalaya Publishing House.
- 8 S. Balchandran: Customer Driven Service management – Sage Publications India Pvt. Ltd.
- 9 Building a winning sales team - Gini Graham & Scott
- 10 Professional sales managment - Anderson, Hair & Bush
- 11 Sales and Distribution management - Tapan Panda and Sahadev (Oxford publication)
- 12 Sales and Distribution management - VasantCavale&Havaladar (McGraw Hill publication)
- 13 Distribution and Retail Management - AbhijitKulkarni (NiraliPrakashan)
- 14 Venugopal, P. (2005). Marketing Channel Management: A Customer-Centric Approach. New Delhi: Response Books
- 15 Kapoor, R. (2005). Fundamentals of Sales Management. Delhi: Macmillan India
- 16 Decisions, Strategies and Cases. (5<sup>th</sup> edition). New Delhi: Prentice-Hall of India
- 17 Panda, T. K. &Sahadev, S. S. (2005). Sales and Distribution Management. New Delhi: Oxford University Press
- 18 Havaladar, K. K. &Cavale, V. M. (2007). Sales and Distribution Management: Text and Cases. New Delhi: Tata-McGraw-Hill

**MM125 Advertising & Brand Management**

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018))*

**COURSE OBJECTIVES**

The Course is dealing with concepts, techniques, and tools etc which are necessary for the advertising management and helps students to learn about various decisions related to advertising and linking knowledge of other subjects with Advertising Management.

1. To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management
2. To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle
3. To provide a framework to understand the new product development process, the organisational structures for new product development and product management functions within an organisation
4. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

**LEARNING OUTCOME**

At the end of the course the student should be able to understand the various issues related to advertising and different forms of communication used to communicate different ideas and measuring their outcome in terms of resultant sales increase, to understand the essence required to create a powerful brand. The value achieved by a product on becoming a brand and the benefits of brand equity with highest level of evidences.

**ASSESSMENT**

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 40 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

**COURSE CONTENTS**

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	<b>1. Concepts of Advertising</b> 1.1 The Field of Advertising, 1.2 Introduction, 1.3 Integrated Marketing Communication, 1.4 Advertising and its types, 1.5 Comparative Advertising, 1.6 case study, 1.7 Communication Models in Advertising	10	Must to Know
2	<b>2. Integrated Advertising Program</b> 2.1 Analysis of Mission 2.2 Market Objective Setting	8	Must to Know

	2.3 Determining Target Audience, 2.4 Understanding Segmentation, 2.5 Positioning, 2.6 Budget Decision, 2.7 case study on Budgets		
3	<b>3. Understanding Message Strategy</b> 3.1 Message & Copy in Advertising, 3.2 Headlines in Print & TV Advertising, 3.3 Visualization & Layout, 3.4 AD Appeals, 3.5 Testimonials & Celebrity Endorsement	6	Good To Know
4	<b>4. Media</b> 4.1 Types & Decision Types of Media, 4.2 Media Selection, 4.3 Media Planning: New Perspective, 4.4 Media Decision	5	Good To Know
5	<b>5. Advertising</b> 5.1 Advertising Stake Holders – Advertising Organization, 5.2 Evolution & History of advertising Agency, 5.3 The working of AD agencies, 5.4 Organization Structure of Advertising Department, 5.5 Interface with other Departments, 5.6 Functions of Advertising Agency	8	Desirable to Know
6	<b>6. Brand Management</b> 6.1 Branding –An Introduction, 6.2 Brand Equity, 6.3 Customer Based Brand Equity, 6.4 Brand & Consumers, 6.5 Building Brands, 6.6 Brand Product Relationship, 6.7 Brand Extensions, 6.8 Brand Personality, 6.9 Brand Positioning & Values, 6.10 Retail Branding, 6.11 Brand Elements to build Brand Equity, 6.12 Designing marketing Program	7	Must to Know

#### **COREBOOK**

1. “Advertising & Sales Promotion” by S H HKazmi&Satish K Batra. Excel Books.
2. “Strategic Brand Management” by Kevin lane Keller Pearson Education.

#### **REFERENCE BOOKS**

1. “Foundations of Advertising” by K.C. Sethia& S.A. Chunawala Himalaya Publishing House.
2. “Sales Promotion & Advertising Promotion” by M.N. Mishra. Himalaya Publishing House.
3. Advertising & Promotion by George Belch, Michael Belch &KeyoorPurani Tata MC Graw Hill Publication.
4. “Brand Management” by Harsh Verma Excel Books.
5. “Brand Management” by Dr. S.L. Gupta. Himalaya Publishing House
6. Product Management: Ramanujam
7. Product Management: Chunawalla
8. Product Management: Lehmann DR; Russel S Winner
9. Brand Management: Y L R Moorthi
- 10.Brand Positioning: SubratuSen Gupta

#### **FUNCTIONAL COURSES – HRM (ELECTIVE GROUP C)**

##### **HR108: Compensation Management and Labor Laws**



**(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)**

#### Course Objective:

1. To educate the students about managerial aspects of Industrial Relations and its importance in current scenario
2. To make students aware about legal framework for Human Resources and its managerial implication.

#### Learning Outcomes:

After completion of the course students are able to understand legal environment with its applied aspects associated with Human Resource Management and able to appreciate and established system for Industrial Relations with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1: Introduction to Compensation Management	3	Desirable to know
2	2.1 The Reward System, Total Reward, Strategic Reward, International Reward, 2.2 Rewarding Special Groups : Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manual workers	4	Good to Know
3	Valuing and Grading Jobs : 3.1: Pay levels, Job Evaluation Schemes, Equal Pay, Market Rate Analysis, Grade and Pay Structures, 3.2: Employee Benefit and Pension Scheme : Employee Benefits, Flexible Benefits, Pension Scheme	4	Must to Know
4	Industrial Relations: 4.1: An introduction, meaning, Characteristics. 4.2: Factors Affecting IR. 4.3 Approaches to IR, 4.4: Participation in IR, 4.5: Objectives of IR and Human Relations, 4.6: IR and Productivity. 4.7: Various Dimensions of IR.	3	Desirable to Know
5	Workers' Participation In Management : Concept, 5.1: Objectives, evolution, 5.2: Statutory and Non Statutory Forms of WPM, 5.3: Level of WPM,	3	Good to Know



	5.4: Assessment of WPM in India		
6	Grievance Handling: Grievance Handling: 6.1: Meaning, definition, Causes, 6.2: Importance of grievance handling, formal Grievance handling mechanism 6.3: Sexual harassment of women in workplace : Nature of problem, Supreme Court's guidelines on this issue etc	3	Must to Know
7	Industrial Dispute Act, 1947 : 7.1: Introduction, Objectives, Definition. 7.2: Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation office., 7.3: Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. 7.4: Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc.	7	Must to Know
8	Trade Union Act 1926 : 8.1: trade union movement in India, problems of trade union. 8.2: Appointment of Registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU: 8.3: Duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.	5	Good to Know
9	Industrial Employment Standing Order Act, 1946 : 9.1: Introduction, Objectives, definitions. 9.2: Model Standing Orders, 9.3: Procedure for approval of standing orders, appeal. 9.4: Modification of standing orders.	3	Good to Know
10	Factory Act 1948 : 10.1: Objectives, definitions, 10.2: Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties	4	Desirable to Know
11	Shops and Establishment Act, 1948 : 11.1: Objectives, definitions. 11.2: Registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc	3	Good to Know
12	Contract Labour (Regulation & Abolition) Act, 1970 : 12.1: Application, Establishments, definitions. 12.2: Jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors. 12.3: Prohibition of employment of contract labour, 12.4: Welfare and health of contract labour.	3	Good to Know

12.5: Liabilities of the Principal employer.		
12.6: Inspecting Staff, offences and penalties, etc.		

#### COREBOOK:

1. P K Padhi –Industrial Relations &Labour Laws –PHI

#### TEXT BOOKS

1. C S VenkataRatnam - Industrial Relations – OUP
2. B D Singh - Industrial Relations and Labour Law – Excel
3. A M Sharma - Industrial Relations- Conceptual & legal framework – Himalaya Publications
4. Kathy Daniels - Employee relations in an organizational context – Jaico Publication
5. Mamoria - Dynamics of Industrial Relations – Himalaya Publication

#### HR109: Human Resource Development & Organizational Training

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

#### Course Objective:

1. To make students aware about different forms of compensation system.
2. To make students understand major issues of compensation in present scenario
3. To orient students about managerial aspects of different laws related with compensation

#### Learning Outcomes:

After completion of the course students are able to provide insights in to strategic choices and innovative practices in managing compensation and compensation model with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1: Introduction, Definitions of HRD, 1.2: Evolution of HRD, HRD and HRM, 1.3: HR Functions, Role of HRD Professional, 1.4: Challenges to organizations and HRD Professionals, 1.5: Framework for HRD process (Cases as applicable).	4	Desirable to Know
2	2.1: Definitions, 2.2: Purpose of Needs, Levels of Need analysis, Strategic/ Organizational, Analysis, Task analysis, Person analysis, Prioritizing HRD Needs,	4	Desirable to Know
3	3.1: Competency Mapping, Career management	4	Good to Know
4	4.1: Defining effective HRD programs, defining the objectives of the HRD interventions. 4.2: Selecting the Trainer, Preparing a lesson Plan	4	Desirable to Know

5	5.1: Training Needs Assessment and Action Research, 5.1: Training Process - an Overview; Role, Responsibilities and Challenges to Training.	5	Must to Know
6	6.1: Selecting training methods and Techniques, 6.2: Preparing training materials. 6.3: Scheduling HRD , Programs (Cases as applicable)	4	Desirable to Know
7	7.1: Training Delivery methods. 7.2: On-Job Training methods 7.3: Class-room Training 7.4: Approaches	3	Desirable to Know
8	8.1: Computer based training program. 8.2: Implementing the Training Programs (Cases as applicable)	3	Must to Know
9	9.1: Purpose of HRD Evaluation 9.2: Models and frameworks of evaluation 9.3: Accessing impact of HRD Programs. 9.4: Ethical issues concerning Evaluation (Cases as applicable)	4	Desirable to Know
10	10.1: Management education, training and experiences (Cases as applicable) 10.2: Basic workplace competencies 10.3: Technical training and interpersonal skills. 10.4: 10.5: Training Evaluation	4	Desirable to Know
11	11.1: Professional developments and education. 11.2: Coaching and performance management (Cases as applicable)	3	Good to Know
12	12.1: Training and Development in India.	2	Good to Know

#### COREBOOK:

1. Dipak Bhattacharya –Compensation Management –Oxford University Press

#### TEXT BOOKS

1. Raman & New Man – Compensation – TMH
2. DepTopomoy – Compensation Management : Text & Cases – Excel Publication
3. Bhattacharya & Sengupta - Compensation Management - Excel Publication

#### HR110: Strategic Human Resources & Change Management

*(Board of Studies letter no. MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)*

#### Course Objective:

1. To explain the students about how organizations can be made more effective and dynamic through improving its human resource.
2. To help students to understand and apply basic concepts and processes that form the core of organization development.
3. To explain students the importance of strategic change and its implication in organization.

#### Learning Outcomes:

After completion of the course, students are able to develop basic behavioral science skills future practitioners of OD and managing change in organization with the highest level of evidences.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%

<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	50%
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1: SHRM – An Introduction	3	Desirable to Know
2	2.1 Business strategy- An introduction to market driven strategy	3	Desirable to Know
3	3.1: Resource driven strategy for HRM, 3.2: Human resource system- its macro and micro dimensions.	5	Desirable to Know
4	4.1: Strategic Approach to HR Process: 4.2: HR Planning. 4.3: Recruitment and Selection. 4.4: Placement, Training and Development.	5	Must to Know
5	5.1: Strategic Aspects of Performance Management and Reward	4	Must to Know
6	6.1: Strategic approach for organizational structure, 6.2: job design and IR	4	Must to Know
7	7.1: HRM in global business scenario. 7.2: Outsourcing HRM and its Implications	4	Good to know
8	8.1 Merger & Acquisition and HRM	4	Good to Know
9	9.1: Organization development and Reinventing the organization	4	Good to Know
10	10.1: Process Intervention skills. 10.2 Employee empowerment & Interpersonal interventions, OD Intervention strategies	5	Good to Know
11	11.1 Organizational renewal and Challenge of change, 11.2: Change of the Organizational Culture, Organization transformation & strategic change.	4	Good to Know

### COREBOOK:

1. Worley –OrganizationDevelopment and Change – Vikas Publishing House

### TEXT BOOKS

1. SudhindraBhat - Security Analysis & Portfolio Management - Excel Books
2. Brown and Harvey - An experiential Approach to OrganizationDevelopment - Pearson
3. French and Bell – OrganizationDevelopment - PHI
4. Deepak Kumar – Organizational Change – Himalaya

SEMESTER – IV					
Course Code	Course Name	Marks			Credits Hours
		Internal Evaluation	University Exam.	TOTAL	
HM124	Medical Tourism	100	100	200	1
HM129	Health Insurance	100	100	200	2
HM135	Hospital Architecture, Planning & Maintenance	100	100	200	3
HM138	Healthcare Communication & Delivery System	100	100	200	3
HM132	Patients Relations & Nursing Management	100	100	200	3
GM130	Business Proposal Report	150	50	200	3
GM131	Internship Dissertation	300	100	400	12
CB102	Competency Building Program	200	0	200	2
<b>TOTAL SEMESTER CREDITS</b>					<b>29</b>

### HM124: MEDICAL TOURISM

#### Objectives:

1. Provide opportunities for students to acquire skills, knowledge and competence which will allow them to:
  - o Offer their services to Health Tourism-related enterprises at operative, managerial or executive level
  - o Set up and operate their own Health Tourism-related enterprise
  - o Seek employment in the public sector (e.g., Ministries of Health and Tourism)
2. Enable students to analyze the nature of Health Tourism and to critically evaluate the diverse aspects and issues associated with this fast developing and high-impacting sector
3. Develop research aware graduates who are able to access a range of information and critically evaluate the evidence base in relation to the study of Health Tourism
4. Develop critically reflective, employable graduates able to engage and work creatively and constructively with a diverse range of professionals, organizations and groups – on an international level

#### Learning Outcomes:

After completion of this course, students will be able to achieve the following based on highest level of available evidences.

1. Investigate the Health Tourism services environment
2. Explore a range of management duties involved in running a successful Health Tourism Services organization
3. Examine how Health Tourism organizations maximize revenue and gain competitive advantage
4. Investigate factors which are likely to affect the future of Health Tourism services organizations

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1. Introduction to Medical Tourism – 1.1 Concept and understanding of medical tourism, 1.2 Definition of medical tourist, 1.3 Origin and development of medical tourism, 1.4 Components of Medical Tourism	3	Must to Know
2	2. Nature and Scope of Medical Tourism – 2.1Motivation & reasons for medical travelworldwide, 2.2 Growth potential of medical tourism in India and worldwide, 2.3 Economic of medical tourism,	2	Must to Know

3	3. Global Medical Tourism Phenomenon – 3.1 Health tourism and advantage in 21 <sup>st</sup> Century, 3.2 Medical Tourism Markets for India,	2	Good to Know
4	4. Global medical tourism destinations, 4.1 Impacts of Medical Tourism and Sustainable Medical Tourism– 4.1.1 Environmental impacts, 4.1.2 Social impacts, 4.1.3 Cultural impacts, 4.1.4 Impacts on the economy, 4.2 Sustainable Medical Tourism development	3	Good to Know
5	5. Strategic Planning & Management of Medical Tourism – 5.1 Existing growth potential, 5.2 Need for planned growth, 5.3 Integrated planning for Medical Tourism, 5.4 Medical Tourism issues and facility management 5.5 Hospital & Patient Safety in Medical Tourism 5.6 Modern Hospital information System, 5.7 Patient care and transfer system.	2	Desirable to Know
6	6. Public- Private Partnership in MT – 6.1 Role of public sector in Medical Tourism development, 6.2 Role of public sector in Medical Tourism promotion, 6.3 NTO (National Tourist Organization) and Medical Tourism in India, 6.4 Role of private sector in Medical Tourism	2	Desirable to Know

#### CORE BOOK

1. Medical Tourism in India by Raj Pruthi, Arise Publishers & Distributors.

#### REFERENCE BOOKS:

1. Medical Tourism: Global Outlook and Indian Scenario by Percy K. Singh. Kanishka Publishers
2. Principles of Hospital Administration and Planning by B.M. Sakharkar
3. Medical Tourism in India by Dr. R. Kumar. Deep & Deep Publications Pvt. Ltd.
4. The Business of Tourism: Concepts & Strategies by A.K. Bhatia. Sterling Publishers.

#### HM129 HEALTH INSURANCE

##### LEARNING OBJECTIVE

To educate the students about the importance of health insurance, so that they can benefit by knowing about the various concepts and terms of health insurance and can get knowledge about their implications and applicability.

##### LEARNING OUTCOME

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Students should be able to understand the essential technicalities related to Health Insurance
2. They should be able to prepare themselves for the challenges of corporate world by equipping himself with essentialities like required insurance knowledge and grip over the terminologies.
3. Practical Approach towards learning and observing the concepts taught in class.
4. Clarity of Concepts with the help of Case Study
5. Necessary steps for selecting Health Insurance

##### ASSESSMENT

Particular	Weightage
Internal Evaluation	50%
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of	



quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	50%
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	<b>1. Introduction to Health Insurance. &amp; The Health System in India:</b> 1.1 Meaning, Definitions, Features, Benefits, Evolution, Development, 1.2 Health Insurance Schemes, Innovations In Health Insurance, 1.3 Structure of Health System in India.	4	Good to Know
2	<b>2. Health Insurance Products In India</b> 2.1 Hospitalization Indemnity Products, 2.2 Personal Accident, Critical Illness, 2.3 Daily Hospital Cash Benefit, 2.4 High Deductible Hospital 2.5 Indemnity Cover, 2.6 Disease Management Covers, 2.7 Outpatient Coverage, 2.8 Investment Products 2.9 Health Savings Accounts, 2.10 Senior Citizens Product, 2.11 Micro Insurance Products, 2.12 International Coverage Products.	5	Must to Know
3	<b>3. Health Insurance Policy Forms And Clauses</b> 3.1 Meaning of Health Insurance Contract, 3.2 Scope, 3.3 Features, 3.4 Principles, 3.5 Health Insurance Proposal Form 3.6 Contents, 3.7 Policy Clauses, 3.8 Benefit Products, 3.9 Types, Group Insurance Schemes, 3.10 Common Clauses, 3.11 Standardization Initiatives	11	Must to Know

4	<b>4. Customer Service In Health Insurance</b> 4.1 Parameters For Consumer Protection, 4.2 Claims Servicing, 4.3 Methods For Getting Claim, 4.4 Grievance Redressal Procedure, 4.5 The Insurance Ombudsman, 4.6 Consumer Dispute Redressal Forum	5	Desirable to Know
5	<b>5. Health Insurance Fraud</b> 5.1 Introduction, 5.2 Classification Of Frauds	3	Desirable to Know
6	<b>6. TPA and its Importance</b>	2	Desirable to Know

### REFERENCE BOOKS

1. "Guide for Health Insurance" published by The Insurance Times, Sashi Publications ISBN: 978-93-81489-01-7
2. "Life & Health Insurance" 13<sup>th</sup> Edition by Black Kenneth Published by Pearson Education Ltd.
3. "Health Insurance Concepts & Cases" by VandanaShajan&SandipaLahiriAnand The ICFAI University Press.
4. Insurance products taxman publication
5. Essentials of Insurance: A Risk Management Perspective by Vaughan published by Wiley –India
6. Fundamentals of Risk and Insurance, 9th edition by Vaughan published by Wiley –India
7. National Insurance - Monographs on Insurance Management
8. IRDA Guidelines on Health Insurance - Govt. of India

### HM135: HOSPITAL ARCHITECTURE, PLANNING & MAINTENANCE

#### Objectives:

1. To inculcate medical doctors and other qualified personnel in the application of knowledge of functional areas of business covering management, finance, marketing, strategic planning and human resource management, as they apply to hospital;
2. To generate change in healthcare professionals who will gain competence in managing work culture transformations as they critically affect the effectiveness of managing hospital;
3. To generate in healthcare professionals the importance of effective organizational planning so that they are able to plan their healthcare businesses across varying economic conditions; and
4. To build strong business foundation in healthcare professionals who would be able to continuously acquire and apply new management knowledge and skills that are useful to manage healthcare organizations

#### Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Analyze the basic elements and departments of hospital
2. Critically appraise the interface between health care management theory and practice
3. Use international comparisons of health care systems and recent reforms to analyze the various models of funding, delivering, co-coordinating and developing health care systems
4. Use international comparisons of health care systems and recent reforms to analyze the various models of funding, delivering, co-coordinating and developing health care systems
5. Demonstrate an understanding of medico-legal issues and business law as applied to the management of health services
6. Develop skills in health care quality measurement, quality assurance, and quality improvement

#### ASSESSMENT

Particular	Weightage
Internal Evaluation	50%

<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1.	1.1 The art and science of Medicine: Medical care, challenges, Hospital planning 1.2 The hospital: Introduction, classification, Requirements and standards, role of hospital	3	Must to know
2.	2.1 Hospital organization and Structure: Persons, Committees, Departments, Design strategies 2.2 Growth of the modern hospital: Key issues, Planning and its procedure	3	Must to know
3.	3.1 Changing systems of health services concept: Design and architecture of health centres 3.2 Changing concept in health facility planning: Health centres, norms, changing trends 3.3 Regional Planning: Regional system, Coordination. 3.4 Planning health facilities: Needs assessment, Cost analysis.	6	Desirable to know
4.	4.1 Renovation: Potential renovation programmes 4.2 Process of planning: Scope and structure, Stages, Conceptualization, Essence of planning, Information base 4.3 Towards total health care: Integrated care, Hospital of future 4.4 Patient centered approach 4.5 Patient focused hospital	6	Good to know
5.	5.1 Emerging approaches in hospital design: Network Management, Today's hospital design 5.2 Nucleus concept: Introduction, briefing, Development. 5.3 Modular building concept 5.4 Hospital modernization: Existing facilities, planning the improvement and increments 5.5 Cutting construction costs	6	Must to know
6.	6.1 Humanizing healthcare facilities: Need for reassurance 6.2 Autonomous healthcare facilities	3	Good to know
7.	7.1 Recent trends in hospital architecture: Basics, energy conservation, Nucleus hospital 7.2 Future trends 7.3 The hospital of tomorrow	5	Must to know

### Core Book

1. Hospital and Nursing homes Planning, Organization and Management, Syed Amin Tabish, 2003 1<sup>st</sup> edition, Jaypee Publishers

### Reference Book

1. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.
2. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar & S Satpathy, Jaypee Medical Publishers, Delhi
3. Hospital Stores Management; By Sunil Kant & S Gupta: Jaypee Medical Publishers (P) Ltd, Delhi
4. Hospitals Facilities Planning and Management ; By GD Kunders : Tata McGraw-Hill Publishing CO. Ltd., New Delhi
5. Principles of Hospital Administration and Planning ; By BM Sakharkar
6. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi

### HM138: HEALTHCARE COMMUNICATION & DELIVERY SYSTEM

#### Objectives:

1. To develop the understanding of the principles of effective communication in health care settings
2. To enable participants to develop their expert communication skills

#### Learning Outcomes:

After completion of this course, students will be able to achieve the following based on highest level of available evidences.

1. Understand the process of communication
2. Distinguish between the main theories of communication and their relevance to communication with patients and colleagues in the healthcare environment
3. Identify the different forms of communication within healthcare
4. Identify the potential barriers within communication
5. Identify the components of effective communication within healthcare settings
6. Use theoretical communication knowledge to inform day to day practice
7. Reflect on and analyse your own their communication skills in the healthcare environment

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Branding and healthcare: What is a brand 1.2 what is branding 1.3 Branding in hospitals 1.4 Branding Strategies 1.5 Issues in Branding	4	Must to know

	1.6 Brand Development Process 1.7 How brand equity provides value		
2	2.1 PR in hospitals: Need of PR in Hospitals 2.2 Functions of PR 2.3 PR message in a print 2.4 Effective PR message 2.5 Interaction with Media 2.6 Code for a Press Release 2.7 PR Activities 2.8 PR Tools to Market Hospitals 2.9 Activities that enhance PR and Patients irritants that impair PR	4	Must to know
3	3.1 Health communication: What is Health Communication? 3.2 Functions of Health Communication 3.3 Communication process	2	Must to know
4	4.1 Health education: Definition 4.2 Changing concepts 4.3 Aims and objectives 4.4 Approach 4.5 Models of Health Education 4.6 Contents of Health Education 4.7 Principles of Health Education 4.8 Practice of health education 4.9 Methods of health communication 4.10 Preparing pamphlets, print ads and video Plan, deliver and evaluate - a disease prevention program, Develop an audio visual material for public health. 4.11 Occupational hazards	4	Good to know
5	5.1 Current health issues and policies	3	Good to know
6	6.1 Health Care of the community 6.2 Health system 6.3 Levels of health care 6.4 Principles of primary health care 6.5 Millennium Development Goals	4	Desirable to know
7	7.1 Analysis of current health problems – national & global 7.2 Changing pattern of diseases 7.3 concept of health indicators 7.4 Demography -its concept - vital events of life and its impact on demography, 7.5 Demography and vital statistics - health scenario of India 7.6 Health scenario of India - health scenario of India - past -present and future.	3	Good to know
8	8.1 PradhanMantriSwasthyaYojana,	2	Good to know
9	9.1 Public Private Partnership, Public Sector Failure	4	Must to know
10	10.1 Effects of globalization in health care	5	Must to know

**CORE BOOK:**

1. K Park, 2011; "Preventive and Social Medicine" 21st Edition, International Student Version, ISBN: 9788190607995 by M/S Banarsidasbhanot publishers, Jabalpur

2. Detels R, Beaglehole R, 2009; "Oxford Textbook of Public Health" 5<sup>th</sup> Edition, ISBN: 9780199218707 by Oxford University Press.

#### REFERENCE BOOK:

1. Dicker R, 2006; "Principles of Public Health practice" 3<sup>rd</sup> Edition by CDC
2. F. Douglas Scutchfield, Keck William, Stephen D. Burd, 2010; "Public Health Practice" 1<sup>st</sup> Edition, ISBN: 9788131508893 by Delmar Publishers
3. Raymond L. Goldsteen, Karen Goldsteen, David Graham, 2010 "Introduction to Public Health" 5<sup>th</sup> edition, ISBN: 9780826141521 by Springer publishing company

### HM132: PATIENTS RELATIONS & NURSING MANAGEMENT

#### Objectives:

1. Recognizing importance of patient relation and nursing administration in achieving organizational goals.
2. Discuss elements of administration and patient relation process and their application in the health care work setting.
3. Explain planning cycle and its significance in the implementation and evaluation of health care activities
4. Examine the needs for, the objectives of and the scope of program areas of in-service training programs and its importance in promoting staff development.

#### Learning Outcomes:

**After completion of this course, students will be able to achieve the following based on highest level of available evidences.**

1. Establish a caring, therapeutic relationship, within a culturally diverse population.
2. Provide a supportive and protective nursing environment and consistently demonstrating nursing practice that reduces patient safety risk.
3. Use patterns of knowing; personal, empirical, ethical, and aesthetic, to promote health education and management.
4. Incorporate communication skills when collaborating with the patient, family members, and other health team members.
5. Apply principles of teaching and learning in the delivery of care.
6. Demonstrate responsibility and accountability for professional self-growth and for the growth of the nursing profession through mentoring of other nurses.
7. Use various health information systems and current technology to manage patient care.

#### ASSESSMENT

Particular	Weightage
<b>Internal Evaluation</b>	<b>50%</b>
<b>Continuous Evaluation:</b> Continuous evaluation includes evaluation in form of quizzes*at the end of every theory teaching module during regular sessions, Class Tests and analytical evaluation in the form of evidence based assignments & presentation and case study.	30%
<b>Mid-Semester Examination:</b> There will be total two mid-semester examinations, 30 marks each, during the semester. And an average of two will be calculated for final evaluation.	20%
<b>External Evaluation :</b> It includes End-Semester University Examination	<b>50%</b>
*includes evaluation through MCQs, Fill in the Blanks, Match Making, True and False and statement validation with maximum 10 Minutes duration.	

#### COURSE CONTENTS

Chapter/ Module No	Topics to be covered	Contact Hours	Approach towards the course
1	1.1 Patients & Visitors – physical facility management	3	Good to Know
2	2.1 Patient reception 2.2 Need and importance of reception, reception manners, reception team	3	Good to Know
3	3.1 Patient enquiry & information system 3.2 Kinds of enquiry and information	3	Good to Know
4	4.1 Patient Communication System 4.2 Need for communication	4	Good to Know
5	<b>Public Relations &amp; hospitals-</b> 5.1 Role and Impact of Public Relations, Need, Functions of PR, public relations 5.2 Areas of practice: HRM, marketing communications, public affairs, managing relationships: customers and suppliers 5.3 Major tools of PR 5.4 Hospital Information System 5.5 Hospital Bulletin 5.6 Media Management Skills 5.7 Other Promotional Tools	4	Must to Know
6	6.1 Indicators of Measuring Public Relations 6.2 PR Activities 6.3 PR Tools to Market Hospitals 6.4 Activities that enhance PR 6.5 Patients irritants that impair PR	4	Must to Know
7	<b>Nursing Management–</b> 7.1 Introduction to Nursing Administration 7.2 Structure and Organization of Nursing Administration 7.3 Function of Professional Nurse 7.4 Need for Nursing Administration 7.5 Nursing Implications of Patients right 7.6 Nurse as a Manager, 7.7 Competencies of Manager and Nurse 7.8 Nursing Management Systems 7.9 Nursing Service Administration	4	Desirable to Know

**Core Book:**

1. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.
2. Basavanthappa BT, 2009 "Nursing Administration"; ISBN –9788184486971 by Jaypee Publisher

**Reference Books:**

1. Principles of Hospital Administration and Planning ; By BM Sakharkar
2. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi
3. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar & S Satpathy, Jaypee Medical Publishers, Delhi.
4. Fraser P. Seite, 2010; "The Practice of Public Relations" ISBN: 978-0136088905 by Prentice Hall
5. Dennis L. Wilcox , Glen T. Cameron, Bryan H. Reber , Jae-Hwa Shin, 2012; "THINK Public Relations" ISBN: 978-0205857258 by pearson publishers



**GM130: BUSINESS PROPOSAL REPORT (3 CREDITS)**

**OBJECTIVE:**

*To develop entrepreneurial skills and spirit among the students by imparting practical knowledge of development of new enterprise*

To encourage the entrepreneurial spirit and to understand practical aspects of development and setting up of new business enterprise, every student has to prepare Business Proposal Report mainly emphasizing on generation of business ideas, Business feasibility analysis, strategic planning of business with special emphasis on Financial, Marketing, Human Resources and Production and/or Operations aspects in different phases etc.

**CB102: COMPETENCY BUILDING PROGRAM**

**OBJECTIVE:**

*To impart practical knowledge and advance applied managerial and communication skills and contemporary issues in management.*

The students shall be required to attend the competency building program during their 4<sup>th</sup> semester in the form of guest lectures, expert sessions, seminars and workshops which addresses the leading and core issues in public health, hospital administration and allied services. They shall also be required to attend the series of guest lectures, expert sessions and workshops in functional areas of management, that is, finance, marketing and human resource. The students shall be expected to develop healthy soft skills through the programs based on communication skills, personality development and career counseling for future prospects. Their performance during the program shall be continuously evaluated by assigned faculty supervisor. ***The students will be evaluated through the evidence based seminar and journal club on a comprehensive management practice. The student also has to present/publish a paper for evaluation. (Amended as per Board of Studies letter no MBA/OW/09112016/412 dated 11<sup>th</sup> November 2016 and Vide Notification of Board of Management Resolution Ref. No SV/R/2016/3754 dated 22-Dec-2016)***

**GM131: INTERNSHIP DISSERTATION (12 Credits)**

***MBA/OW/21052018/334 dated 18th May 2018 and Vide Notification of Board of Management Resolution Ref. No SV/R/2017-18/12638 dated 7th July 2018)***

**OBJECTIVE:**

*To strengthen technical and interpersonal skills along with sound research aptitude by evaluation of real working environment.*

It is mandatory to prepare Dissertation as a part of 4<sup>th</sup> Semester by every student based on internship of 12 months. The detailed guideline for the Management Thesis/Dissertation is attached in Attachment 1(B).

# MBA Healthcare Fulltime

---

## **ATTACHMENT – 1(A) : SUMMER INTERNSHIP PROJECT GUIDELINES**

### Introduction:

The Summer Internship Program [SIP] forms an important component of education at Department of Management, Sumandeep Vidyapeeth, and Vadodara. It is an attempt to bridge the gap between the academic institution and the corporate world. At Department of Management [SV], Student Interns undertake a two months SIP in companies during the intervening period between the close of Semester II and the commencement of Semester III. The Program carries a Weightage of 10 (ten) credits (200 Marks). The SIP, which would be a simulation of real work environment, requires the Student Interns to undergo the rigor of professional environment, both in form and in substance. In the process, it provides an opportunity for the Student Interns to satisfy their inquisitiveness about the corporate world, provides exposure to technical skills, and helps them to acquire social skills by being in constant interaction with the professionals of other organizations.

Various functionaries such as Faculty Guides, Organization Guides, Students and the back-office staff shall ensure proper coordination and smooth conduct of SIP. A Faculty & Organization Guide shall help the Student Interns in the successful completion of the SIP. An Organization Guide also guides the Student Interns and helps the Faculty Guide in monitoring the Student Interns' progress.

### Objectives of SIP

The objectives of the Summer Internship Program are:

- a. To provide an opportunity to the Student Interns to practice the concepts learnt in real-life situations
- b. To sensitize the Student Interns to the nuances of workplace by assigning time-bound projects in a Organization
- c. To create an awareness in the Student Interns about their strengths and weaknesses in the work environment
- d. To provide the Student Interns a platform to take up on-the-job Executive Training and develop a network which will be useful in enhancing their career prospects.

To achieve the above objectives, the SIP focuses on Executive Training.

Executive Training: The Student Intern is required to undertake on-the job assignments along with day-to-day functions of the Organization, both at the assistance and the execution level. This will help the Student Intern to gain a deeper understanding of the work, culture, targets, deadlines, work pressure, etc. of an organization.

Executive Training involves teamwork, goal orientation and managing the interpersonal relationships. Therefore, they help the Student Interns to develop the qualities required for an Executive/Manager. A good Internship Program undertaken with all the seriousness provides an excellent learning opportunity to the Student Intern and also paves the way for pre- placement.

### Attendance Policy

Absolute attendance (100%) is a symbol of dedication and commitment of a Student Intern. Unless there is a dire need for leave, the Student Intern should not be granted leave. Dedicated effort from the Student Intern paves the way for healthy relationship with the organization and enhances the placement opportunity. With a view to encourage their attendance and reward those who are regular, we have introduced the following guidelines:

The attendance system followed in the Organization in which SIP is being pursued should be followed by the Student Intern.

Availing of leave(s) by a Student Intern is subject to the following condition(s):

- a. Applications for leave shall be made only in unavoidable circumstances to the Concerned Organization and as per their leave rules/policies.

### SIP Evaluation Rules:

The SIP carries a Weightage of 10 credits and therefore the evaluation of SIP is critical to Student Interns' overall performance. The following components shall be considered while evaluating the student interns:

- Evaluation schedule as prescribed in these guidelines shall be strictly implemented.

# MBA Healthcare Fulltime

- Non-submission of any reports or not attending the presentation should be treated as 'Absence' for the evaluation component which will lead to 'Not Cleared' grade.
- 'Zero' Marks shall not be awarded for non-submission of reports or for not making a presentation. 'Zero' Marks should be awarded only if the reports submitted or presentations made are so poor and that the intern deserves 'zero' Marks.
- The evaluation will be based on the performance of the Student Intern during the Executive Training. The Faculty guide will evaluate the Student during the SIP tenure and it is the duty of the student to be in contact with the faculty guide for effective guidance of the SIP Project.
- SIP is evaluated for a maximum of 200 Marks. The Marks awarded to each student shall subsequently be converted into grades (A, B, C, D and F).
- For Successful qualifying the summer internship program a student has to obtain at least 100 Marks (50%) Marks (Combined in internal and external evaluation)

## Weightage for Evaluation

Overall, 100% of the Weightage is given to Executive Training. The various stages of evaluation and Weightage at each stage are given below:

### Evaluation - SIP (Internal Evaluation)

Chapter No	Particulars	Weightage	Marks
Chapter 1	Organization Profile	10%	10
Chapter 2	Industry Profile	10%	10
Chapter 3	Research Methodology	30%	30
Chapter 4	Data Collection & Analysis	30%	30
Chapter 5	Findings	10%	10
Chapter 6	Recommendation/ Findings & Suggestions	10%	10
Total Marks		100%	100

### Evaluation - SIP (External Evaluation)

Chapter No	Particulars	Weightage	Marks
Chapter 1	Conceptual Understanding	10%	10
Chapter 2	Model Application	10%	10
Chapter 3	Methodology	30%	30
Chapter 4	Data Analysis	30%	30
Chapter 5	Finding & Suggestion	10%	10
Chapter 6	Hard Copy of Project	10%	10
Total Marks		100%	100

## STRUCTURE OF SUMMER INTERNSHIP PROGRAM (SIP):

This SIP report shall be prepared in the following Chapters,

### Chapters

#### Chapter – 1

This Chapter will contain the information about the organization its achievements, Organogram, Services provided by the Organization and the process of Core Functional areas Such as Finance, Marketing Management and Human Resource Management.

##### 1.1 Organization Profile

###### a. History

In the initial days of commencement of SIP, a Student Intern should understand the Organization as a whole by going through various departments of the Organization. It focuses on the establishment of the Organization, Growth in early days of establishment etc.

# MBA Healthcare Fulltime

---

## b. Growth & Development

Growth rate of the Organization, various factors affecting growth rate of the Organization, fluctuation in growth rate if any, Development of a Organization.

c. Who's who: Officers of an Organization, Designation and Qualification etc?

d. Vision, Mission & Values of a Organization (if available)

## 1.2 Core Functional Area:

a. Marketing: Product portfolio, Distribution network, Sales force, Pricing, Promotion strategies, Customer service, Market structure, Market share, Competition.

b. Human Resources: Organization structure, Organization chart, senior management, Departments and Functions, Staff strength, Recruitment, Training and Development, Appraisal and Retention practices etc. Retention issues, Measurement metrics.

c. Operations: Functions, Processes, Facilities.

d. **Finance: Any available information such as Annual Report/Financial Statements etc.(Amended as per Board of Studies letter no MBA/OW/24122019/766 dated 24<sup>th</sup>December 2016 and Vide Notification of Board of Management Resolution Ref. No SVDU/NOTFN/061/2019-20 dated 02-March-2020)**

## Chapter – 2

This Chapter will contain brief about the industry, its current scenario, future prospects etc. The students are expected to study the industry and apply applicable models like PESTEL, SWOT, Porter's Five Forces Model and other as applicable in their project.

### 2.1 Industry Profile

a. Competitive Scenario.

b. Market Share

c. Industry Life Cycle & Growth.

d. Government Rules & Regulation.

### 2.2 Model Application

a. PESTEL

b. SWOT

c. ETOP

d. Any applicable model

## Chapter – 3

### 3.1 Topic:

- **Why, What, Who, Where, When and How (5W1H)**

### 3.2Introduction:

- **Definition and Background information about the topic.**

**3.3 Theoretical Framework:Identifying the variables and parameters for the particular study.Amended as per Board of Studies letter no MBA/OW/24122019/766 dated 24<sup>th</sup> December 2016 and Vide Notification of Board of Management Resolution Ref. No SVDU/NOTFN/061/2019-20 dated 02-March-2020)**

### 3.4 Literature Review:

- Establish the theoretical relationship among variables.

### 3.5 Research Methodology

3.5.1 Objectives and purpose of the study

3.5.2 Scope of the study,

3.5.3 Benefits of the study

3.5.4 Assumptions

3.5.5 Types of research design

3.5.6 Unit of Analysis

3.5.7 Methods of data Collection

3.5.8 Sampling if applicable

3.5.9 Reliability & Validity of the study

3.5.10 Appropriate tools for data analysis

3.5.11 Limitations of the study.

## Chapter – 4

# MBA Healthcare Fulltime

---

4.12 Data Analysis

Chapter – 5

a. Conclusion

Chapter – 6

6.3 Suggestions/Recommendations

Bibliography

Annexure

## **Printing Layout of the SIP Report**

**The Students should compulsorily follow the below mentioned pattern for preparing their final SIP Report and should place the documents in the order mentioned below.**

- 1. Front page (title page)**
- 2. Permission letter for SIP Topic approval**
- 3. Permission Granting/Approval letter from the organization**
- 4. SVIEC Approval certificate**
- 5. SVIEC Completion Certificate**
- 6. Certificate of Completion of SIP from Your Respective Organization**
- 7. Certificate from Department of Management**
- 8. Declaration**
- 9. Acknowledgement**
- 10. Preface**
- 11. Executive Summary**
- 12. Table of Contents**
- 13. Chapter wise topics as per SIP Guidelines mentioned above**

**The SIP Report should be compulsorily hard bound in Black Color with Silver/White Fonts and with silver Color Edges. Amended as per Board of Studies letter no MBA/OW/24122019/766 dated 24<sup>th</sup> December 2016 and Vide Notification of Board of Management Resolution Ref. No SVDU/NOTFN/061/2019-20 dated 02-March-2020)**

## **ATTACHMENT 1(B): INTERNSHIP DISSERTATION GUIDELINES**

### **Introduction:**

The objective of Internship Dissertation is to prepare the students to conduct a study of an Organization(s) or project utilizing the tools and techniques learned in the first three semesters of the programme. The focus of the study could be an in depth analysis of an organization(s) and within the organization(s) study of an organization as a case study. The emphasis is on macro and micro level study of issues/problems. Alternatively, if an organization has a problem, its diagnosis and solution in the form of an analytical analysis or model building could be considered which can be implemented.

The Internship Dissertation is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, Student will be required to define an area of investigation, carve out research design, assemble relevant data, analyse the data, draw conclusions and make recommendations. The Internship Dissertation should demonstrate organisational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

The purpose of the Internship Dissertation is to give students the opportunity to carry out an in-depth study of an applied nature, synthesizing various elements, yet pursuing one area of interest in depth. Internship Dissertation report should make clear what students have attempted and why they have attempted it; the methods that students have used to collect, collate and analyze the information obtained; and how they have evaluated it. Any recommendations made should be supported by the evidence presented and by logical argument using deductive and inductive reasoning.

# MBA Healthcare Fulltime

The study could also be carried out as a comparative analysis of the same organization(s) in different countries, if feasible. The Thesis should have substantial primary/secondary data. The student is expected to conduct a detailed survey of literature and/or analysis of the secondary/ primary data. In case of a status report of an organization(s), it is expected that the student collects data regarding all aspects related to a particular organization(s), analyse the data and present the findings. The student can choose one or more organization for the study purpose. However, prior permission from the organization(s) is needed for conduct of the study.

*Prior to conduct of the study, a student is required to prepare a short research proposal of the study.*

**After the draft proposal has been reviewed and approved by the Institutional HRRP Committee and University Ethical Committee, the students should attend the following number of hours in the Classroom where their attendance shall have 100 % weightage in the fulfillment of credit hours of Management Thesis**

Sr. No		Duration (hrs)
1	Preparation of Background Information	10
2	Review of Literature	15
3	Data Collection Tool	05
4	Validation of the tool	15
5	Finalization of Research Methodology	10
6	Hands on Training for Data Analysis	15
7	Data Analysis	15
8	Findings, Discussion and Recommendation	10
9	Preparation of Paper for Publication/Presentation	10

Over and above, the student has to allocate the due credit hours for data collection and/or field work as directed by their respective Dissertation Supervisor.

The student has to sign daily for the incoming and outgoing in the register maintained at the Admin Clerk Office. The student has to prepare a log book where his/her daily progress and work done will be countersigned by the respective dissertation supervisor and to be given to the clerk at the end of the day for consideration of attendance.

## COMPONENT OF INTERNSHIP DISSERTATION

**Title** – short (length is 10 - 12 words); reflective of the content, problem, and the main variables to be studied, free of value judgment, should be written in inverted pyramid boldface and capital letters.

- ☞ Author's Name / Month and Year of Completion
- ☞ Institutional Affiliation
- ☞ Deed of Declaration
- ☞ Approval Sheet
- ☞ Biographical Sketch
- ☞ Acknowledgment
- ☞ Abstract - brief, comprehensive summary of the contents of the manuscript or synthesis of the study which includes the objectives, methodology, highlights of the results, conclusions, and recommendations.
- ☞ Table of Contents
- ☞ List of Tables
- ☞ List of Figures
- ☞ List of Appendixes Tables
- ☞ List of Appendix Figures

## CHAPTER – 1: INTRODUCTION

It gives the background of the Internship Dissertation and the rationale for conducting the study

# MBA Healthcare Fulltime

---

## **Background of the Study:**

- ☞ Should be the platform for the significance of the study
- ☞ Should identify information gap
- ☞ May cite at most five authorities

## **Statement of the Problem:**

- ☞ identifies the research gaps
- ☞ justifies the conduct of the study
- ☞ states the questions that the study hopes to answer
- ☞ serves as a guide in formulating the specific objectives

## **Objectives of the Study:**

- ☞ states the general and specific objectives
- ☞ should be consistent with the problem
- ☞ should be clearly stated and logically presented

## **Hypotheses of the Study:**

- ☞ states the researcher's expectations concerning the relationships between the variables in the research problem

## **Significance of the Study:**

- ☞ points out the vital contribution of the results of the study and who will benefit from it.

## **Scope and Limitations of the Study**

- ☞ sets the delimitations and establishes the boundaries of the study (delimits the study in terms of size and area of coverage)
- ☞ states what the study will not cover or will not do
- ☞ identifies the weaknesses and constraints which may affect the results of the study

## **CHAPTER – 2: REVIEW OF RELATED LITERATURE**

- ☞ Consists of both the research and conceptual literatures but more on the former (at least 60 %).
- ☞ Subsections can be included, which are based on objectives. All subtopics must be italicized and boldly written.
- ☞ References must be properly cited in all paragraphs using author/year format. (Please see APA for the detailed format).
- ☞ Rules on paragraphing must be strictly followed. A paragraph should have at least two sentences. It should not be too long.
- ☞ Should consist of at least 10 pages.
- ☞ At the end research gap should be identified on the basis of contents, variables, periodical, geographical etc.

## **CHAPTER – 3: THEORETICAL /CONCEPTUAL/OPERATIONAL FRAMEWORK**

- ☞ Discusses the theories linking the topic to the available body of knowledge.
- ☞ Presents relationships between different specific constructs the researcher wants to study.
- ☞ Specifies the relationships between and among variables.
- ☞ May consist of a combination of mathematical, graphical, and/or diagrammatical presentations.

## **CHAPTER – 4: RESEARCH METHODOLOGY**

### **Research Design:**

- ☞ specifies whether descriptive, causal/explanatory, Correlational, comparative, exploratory, evaluative or combination of two or more designs

### **Sources of Data:**



# MBA Healthcare Fulltime

---

- ☞ Specifies the sources of primary and/or secondary data in detail with the methods of collection.

## **Method of Data Collection/Data Collection Procedure**

- ☞ Indicates the sampling procedures (if primary data) and the data collection methods such as survey, questionnaire, and others.

## **Analytical Procedures/Methods of Analysis**

- ☞ indicates the most appropriate statistical tools used in analyzing both quantitative and qualitative data
- ☞ mathematical expressions must be italicized and numbered accordingly
- ☞ all models/equations must be properly numbered
- ☞ all major/key variables must be properly measured/categorized
- ☞ Indicating their specific units of measure. The sources of formulas must be indicated in the text.

## **CHAPTER – 5: RESULTS AND DISCUSSION**

- ☞ Summarizes the data collected and the statistical results in sufficient detail to justify conclusions
- ☞ Uses tables and graphs to supplement the text
- ☞ All figures must be numbered consecutively with their labels written below the figure.
- ☞ The allowable font sizes for the figures are 10-14. All figures must be placed immediately after the page where a particular figure number is mentioned. All figures must be well explained in the text and all figure numbers must be mentioned properly in the text
- ☞ includes information about the obtained magnitude or value of the test statistic, degree of freedom, probability, and the direction of the effect
- ☞ evaluates/interprets the implications of the original hypothesis
- ☞ emphasizes any theoretical consequences of the results and compares results with the work of others
- ☞ subtopics and their sequencing must follow the specific objectives of the study
- ☞ mostly in the past tense; some are in the present tense

## **CHAPTER – 6: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

- ☞ Summary
- ☞ Conclusions
- ☞ Recommendations
- ☞ Managerial / Business Implication

## **BIBLIOGRAPHY**

- ☞ Should be alphabetically arranged
- ☞ All the references cited in the text must be included in this section
- ☞ References should be in APA proper format.

## **APPENDIXES**

- ☞ May include verbatim instructions to participants, original scales or questionnaires, raw data, statistical calculations and instrument used.
- ☞ Avoid keeping irrelevant information in this section.
- ☞ Do not attach annual report of the organization
- ☞ Only the students output should be kept here in appendixes.