

Shree Guru Gobind Singh Tricentenary University Budhera, Gurgaon (Haryana)



ORDINANCE

**SYLLABI & SCHEME OF EXAMINATION
Of
MASTER OF BUSINESS ADMINISTRATION(HA)
For
1st to 4th Semester
w.e.f. 2017-2018**

Dean
Faculty of Commerce & Management
SGT University
Budhera, Gurugram

ORDINANCE OF Master of Business Administration (Hospital Administration)

POST GRADUATE PROGRAMS

Master of Business Administration (Hospital Administration)

1. MBA (Hospital Administration) – (2 years, Four Semesters)

The MBA in Hospital Administration is a two year full time credit base program spread over four semesters with classroom interaction. For the smooth functioning of a hospital, qualified professionals are required. As a consequence, MBA Hospital Administration program has been developed to churn out professional hospital managers. Such individuals are by far exceedingly well-equipped to face the growing challenges and cater to the specific requirements of modern day hospitals. Hospital Management courses are not only for the science graduates but are also open to non-science graduates.

2. Duration and intake capacity of the Courses:

The duration for each course will be as mentioned against each:

Sr. No.	Name of the Course	Duration	Intake Capacity (Per Year)
1.	Master of Business Administration (Hospital Administration)	4 Semesters	60

3. Admission to the courses:

Admission to the courses mentioned at Clause 1 shall be made in accordance with the terms and conditions as prescribed in Chapter 2 of the First Ordinance of SGT University, Gurugram as amended from time to time.

4. Eligibility for admission:

For admission to the 1st Semester of the courses as mentioned at Clause 1, the candidate shall fulfill the following criteria:

- a) **Master of Business Administration (Hospital Administration):** Any graduate with minimum 50% marks (45% in case of SC/ST)

5. Schedule of admission and payment of fees:

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The admission schedule, along with last date for submission of admission forms and payment of fees, shall be fixed by the Vice Chancellor from time to time.

6. Medium of Instructions:

The medium of instructions and examination shall be English for all the courses as mentioned at Clause 1.

7. Attendance requirements/Eligibility to appear in examination:

The student should fulfill the following criteria to be eligible for appearing in the End Term Semester Examination.

- a) He/She should bear a good moral character.
- b) He/She should be on the rolls of the Faculty during the semester.
- c) He/She should have 75% of attendance during the respective semester in each subject separately for Theory and Practical.
- d) The deficiency in attendance, both in theory and practical may be condoned by the Dean of the faculty upto 5% only.
- e) The deficiency in attendance may be further condoned by the Vice Chancellor in cases of exigencies/extreme circumstances.
- f) The student, who fulfills the conditions laid down under (a) and (b) above for one or more subjects and not for the other(s), will be allowed to take examination only in such subject(s) in which he/she fulfills the conditions.
- g) He/She should not be a defaulter in payment of any dues of the SGT University and no disciplinary action is pending against the student.

8. Exemption from attendance/shortage of attendance to be condoned:

The relaxation in shortage of attendance shall be given as per the following rules:

Sr. No.	Exemptible No. of lectures	Ground of exemption	Competent Authority
1.	All period of the day of Blood Donation	Voluntarily blood donation to the Blood Bank of needy patient	Dean of the Faculty
2.	All period of the day of examination	For appearing in the supplementary examinations (Theory/Practical/Viva – Voce)	
3.	10 days attendance during a semester	For participation in University or Inter-University/College Sports tournaments/Youth Festivals, Cultural Events, NCC/NSS Camps, University Educational Excursions, Mountaineering courses	


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Provided:

- a) That he/she has obtained prior approval of the Dean of the Faculty.
- b) That credit may be given only for the days on which lectures were delivered or tutorials or practical work done during the period of participation in the aforesaid events.

9. Attendance shortage warning:

Attendance shortage warning will be displayed on the Faculty's Notice Board and/or University Website regularly.

10. Detained students:

If a student has less than 75% attendance in any subject/paper during the respective semester, as provided in Clauses 7 and 8, he/she will not be eligible for appearing in the End Term semester Examination in that particular subject/paper will be deemed as detained in that subject/paper. Such student will repeat the subject/paper along with the regular students of the subsequent batch to qualify/fulfill prescribed conditions to appear in the "Eng Term" examination of the subject/paper.

11. Submission of Examination Forms and payment of examination fee:

The Dean of the faculty shall submit the examination admission forms of those students who satisfy the eligibility criteria to appear in the examinations along with the prescribed examination fee to the Controller of Examinations as per schedule of examination circulated by the Controller of Examinations from time to time.

12. University Examinations:

(a) End Term Semester Examinations:

The examinations for Odd Semesters shall ordinarily be held in the month of December and for Even Semesters in the month of May/June.

(b) Fail/Re-appear candidates:

Fail/re-appear candidates of the Odd Semesters will take re-appear exams as an ex-student in the subsequent exams of the Odd Semesters. Similarly, for the Even Semesters, he/she will take re-appear exams in the subsequent exams of the Even Semester. However, a candidate appearing in the final semester (Regular) may appear simultaneously in his/her re-appear papers(s) of lower semesters.

(c) Improvement examinations:

After passing all the semesters, a student may appear as an ex-student for improvement of his CGPA for the following purpose:

- (i) Improvement of CGPA equal to 2nd division.
- (ii) Improvement of CGPA equal to 55% (aggregate of all the semesters)
- (iii) Improvement of CGPA equal to 1st division.

(aa): For improvement, only one chance for each semester will be given within a period of two years of initially passing of the final examination.

(ab): If a candidate appears for improvement and the status/nature of his/her final result does not improve, his/her improvement result will be declared "PRS" (Previous Result Stands).

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(ac): The candidate shall be allowed to appear in the improvement examination(s) along with regular candidates as and when the course is offered. No separate examination will be held for improvement of division/grade. In case of change of syllabi, the student shall have to appear for improvement in accordance with the changed syllabi of the concerned course applicable to the regular students of that exam.

13. Distribution of marks:

The distribution of marks shall be as prescribed in the Scheme of Examinations approved by the Board of Studies/Academic Council of the University.

14. Setting of Question Papers:

- a) The Dean of the Faculty shall supply the panel of internal and external examiners duly approved by the Board of Studies to the Controller of Examinations. The paper(s) will be set by the examiner(s) nominated by the Vice Chancellor from the panel of examiners. Internal question bank will also be created and submitted to the Controller of Examinations sticking to the domain of syllabus for use in regular and supplementary examination.
- b) The question paper will be moderated by committee who are proficient in the subject in the office of the Controller of Examinations. The moderation will be done to assure that no question is out of syllabus and there is no mistake in the question and the committee will amend/correct the paper accordingly.
- c) Papers of subsidiary subjects will be set and evaluated by the internal examiners.
- d) An examiner shall be allowed to set not more than three papers in a semester examination.
- e) The examiner(s) will set the question papers as per criteria laid down in the Scheme of Examinations as approved by the Board of Studies/Academic Council of the University.

15. Appointment of Examiners:

The examiners will be appointed as per the following guidelines with the approval of the Vice Chancellor.

- a) An internal/external examiner should be of the level of an Assistant Professor/Consultant/equivalent or above in the respective subject in a University/Institute/College/Hospitals with a minimum experience of 02 years.
- b) One external and one internal examiner will jointly conduct the practical examination.
- c) External examiners shall not be from the same University and should preferably be from outside the State/University.
- d) External examiners shall rotate at an interval of 2 years.

16. Evaluation process – theory, Practical, Project & Internal Assessment:

(a) Evaluation of Answer Books:

The answer books may be evaluated either by the paper setter or any other internal or external examiner to be nominated by the Controller of Examinations with the approval of the Vice Chancellor from the panel of examiners approved by the Board of Studies. Centralized Assessment Programme (CAP) may be adopted for evaluation of the answer papers at central area in the Examination Branch.

(b) Re-evaluation of Answer Books:


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Re-evaluation/re-checking of any paper is allowed. The students can apply for re-evaluation/re-checking of any paper through the HoD/Dean of the Faculty within 10 days of the declaration of the result by paying prescribed fee.

(c) **Internal Assessment:**

- a) 40 marks in each written paper, excluding Training Report, Project Report and Viva-Voce, shall be assigned for Internal Assessment. This internal assessment will be done in the following manner:
 - (i) 5 Marks be allotted for attendance, (01 mark if the attendance is 76%-80%, 02 marks if the attendance is 81-85%, 03 marks if the attendance is 86-90%, 04 marks if the attendance is 91-95% and 05 marks if the attendance is 96-100%.
 - (ii) 20 Marks will be allotted for two mid semester tests. In each course, there will be two mid-semester tests which would be arranged by the concerned faculty.
 - (iii) 10 marks for Seminar, Presentation and
 - (iv) 05 marks for Assignment.
- b) The internal assessment awards of a re-appear student in any semester examination be carried forward to the next examination of the same semester provided that the candidate has obtained the pass marks in the internal assessment.
- c) The concerned teacher shall preserve records on the basis of which the internal assessment awards have been awarded and shall make the same available to the controller of examinations whenever required.
- d) The Dean shall forward the internal assessment to the Controller of the Examinations, at least two weeks before the commencement of the examinations of each semester.
- e) The internal assessment / training report/ project report/practical/viva voce award of a candidate who fails in any semester/paper (s) shall be carried forward to the next examination(s).

(d) **Practical Examinations:**

(i) **Appointment of Examiner :**

- The practical examinations shall be conducted by a Board of two examiners consisting of one internal and one external examiner to be nominated by the Vice Chancellor from the panel of examiners recommended by the Board of Studies.
- The distribution of marks in examination of the practical paper will be as per the criteria given below:

Experimental performance	:	60% marks
Viva-Voce	:	30% marks
Laboratory	:	10% marks


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(ii) **Comprehensive Viva-Voce :**

The comprehensive Viva-Voce for project/dissertation shall be conducted by a board of two examiners consisting of one internal and one external examiner to be nominated by the Vice Chancellor from the panel of examiners recommended by the Board of Studies. Evaluation of the Project Report/Dissertation will be done by the External Examiner.

(e) **Evaluation of Project:**

(i) **Topic and appointment of Guide/Supervisor:**

Each student who opts for a Research Paper/Project report etc. will be assigned a teaching faculty as Guide/Supervisor from the faculty. Topic of the Research Paper/Project will be as approved by the Dean of the faculty on the recommendation of the teaching faculty/guide/supervisor.

(ii) **Evaluation/Viva-Voce:**

The student will submit the Project Report in the form of Dissertation on completion of the 4th Semester but before 15th May, failing which it will be acceptable only with late fee of Rs. 1000/- upto 30th May. It will be got evaluated in accordance with above mentioned clause 16 (d) (ii).

17. Criteria for promotion to Higher Semester:

The student shall be promoted to even semesters automatically without any condition of passing minimum number of papers. For promotion to 2nd to 3rd Semester or so, the student shall have to clear at least 50% papers of 1st and 2nd Semester taken together.

18. Credit Based Grading System:

Grading Method: Based on the performance, each student is awarded a final letter grade at the end of the semester, in each subject. The letter grades and the corresponding grade points are as follows:

Range of Percentage of Marks	Letter Grade	Grade Points	Range of Grade Point	Remarks (Classification of performance)
≥90	O	10	9-10	Outstanding
80-89	A ⁺	9	8<9	Excellent
70-79	A	8	7<8	1 st Div. with Distinction
60-69	B ⁺	7	6<7	1 st Division
50-59	B	6	5<6	2 nd Division
41-49	C	5	Above 4<5	3 rd Division
40	P	4	4	Pass
<40	F	0		Fail
	AB	0		Absent
	X	0	Debarred	A student who has been debarred from appearing in

				an examination either (i) as per recommendation of the subject teacher for unsatisfactory attendance or (ii) by the Institute as a measure of disciplinary action or (iii) for adopting malpractice at an examination, and consequently awarded a grade 'X', may reregister for the subject(s) after the term of the debarment expires, provided that other provisions of this regulation do not prevent him.
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Calculation of SGPA & CGPA

The Semester Grade Point Average (SGPA) is calculated as under:

$$SGPA = \frac{\sum_{i=1}^n CE_i GP_i}{\sum_{i=1}^n CE_i}$$

Where CE_i is the number of credits offered in the i^{th} subject of a semester for which SGPA is to be calculated, GP_i is the corresponding grade point earned in the i^{th} subject and n is number of subjects in the semester.

The cumulative Grade Point Average (CGPA) is calculated as under:

$$CGPA = \frac{\sum_{j=1}^m SG_j NC_j}{\sum_{j=1}^m NC_j}$$

Where SG_j is SGPA earned in the j^{th} semester, NC_j is total credit allotted to the j^{th} semester and m is the number of semester till which CGPA is calculated.


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The conversion from CGPA to equivalent percentage is calculated as under:

$$\text{Equivalent percentage marks} = \text{CGPA obtained} \times 10$$

Calculation of SGPA:

Subject Code	Total Credits	Credits Earned	Grade Point	CE*GP
101	4	4	8.8	35.2
102	4	4	7.2	28.8
103	3	3	8	24
104	3	3	8	24
105	3	3	9.4	28.2
106	3	3	7	21
107	3	3	6.5	19.5
Total	23	23	54.9	180.7

$$\text{SGPA} = \frac{180.7}{23} = 7.86$$

Calculation of CGPA:

Semester	Total Credits(NC)	SGPA(SG)	SG*NC
1 st	32	6.75	216
2 nd	30	7.5	225
3 rd	30	7.8	234
4 th	28	7.25	203
Total	120		878

$$\text{CGPA} = \frac{878}{120} = 7.32$$

19. Pass criteria and grading system:

The minimum percentage of marks to pass the examination will be 40% for B.Com(Pass), B.Com(Hons.), BBA (Analytics), BBA(General/Dual Specialization), BBA(HA), BA(Hons: Economics), MBA(Dual Specialization), MBA(HA), MA(Economics) in theory and practical examination separately (including internal assessment).

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20. Declaration of results:

- a. As soon as possible, after the semester examinations are over, the Controller of Examinations shall publish the results of those students who had appeared in the examinations.
- b. Each successful student/the student placed in re-appear shall receive a copy of the Detailed Marks Certificate/Grade Card Sheet of each semester examinations.
- c. The student whose result is declared late without any fault on his/her part may attend the classes of higher semester provisionally at his/her own risk and responsibility, subject to his/her passing the concerned semester examination. In case, the student fails to pass the concerned semester examination, he/she will be governed by the clause 16 & 17 of these regulations.

21. Grace marks:

Maximum 1% of total marks excluding internal assessment marks can be awarded to a student in one academic year.

22. Other provisions:

- a) Nothing in the Ordinance shall debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
- b) Any other provision not contained in the Ordinance shall be governed by the rules and regulations framed by the University from time to time.
- c) In case of any interpretation, the Vice Chancellor is empowered in this regard and his interpretation shall be the final.
- d) Notwithstanding the integrated nature of this course which is spread over more than one academic year, the Ordinance in force at the time a student joins the course shall hold good only for the examination held during or at the end of the academic year.


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SCHEME OF EXAMINATION

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Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc for MBAHA Programme

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of MBAHA. External examiner in the concerned subject only shall be invited, who is at present working in Academics or Corporate having experience of not less than FIVE years.

The Dean of the faculty shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances.

The Dean is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms

Semester-wise Credit Breakup

MBAHA curriculum consists of one hundred forty one credits. Equivalent number of credits for each course is indicated in the "Semester Wise Course Description". Semester-wise distribution of credit point is as follows:

Semester	No. of Courses	No. of Credits
I	6	27
II	7	28
III	6	22
IV	7	25
Total		102

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MBA (HA)							
Paper Code	Nomenclature	Marks			Credits	Remarks	Year
		Internal	External	Total			
FIRST SEMESTER							
6130104	Business Communication	40	60	100	3		2015, 2017,2018
6130105	Accounting for Managers	40	60	100	4		2015, 2017,2018
6130107	Hospital Management Information System	40	60	100	3		2015, 2017,2018
6130109	Principals & Practice of Management	40	60	100	3	Elective	2017, 2018
6130110	Essentials of Health Care System	40	60	100	4	Elective	2017, 2018
6130111	IT & E-Business Fundamentals	40	60	100	4	Elective	2017, 2018
6130112	Medical Terminologies & Medical Records	40	60	100	3	Elective	2017, 2018
6130113	Organization Behaviour & Process	40	60	100	3	Elective	2017, 2018
6130114	Entrepreneurship Skills - Basic	40	60	100	4	Elective	2018
SECOND SEMESTER							
6130201	Hospital Planning	40	60	100	3		2015, 2017,2018
6130202	Human Resource Management	40	60	100	3		2015, 2017,2018
6130203	Financial Management	40	60	100	4		2015, 2017,2018
6130204	Marketing Management	40	60	100	3		2015, 2017,2018
6130208	Quality Management	40	60	100	4	Elective	2017, 2018
6130209	Operations Management	40	60	100	4	Elective	2017, 2018
6130210	Health Economics	40	60	100	3	Elective	2017, 2018
6130211	Business Research Methodology	40	60	100	3	Elective	2017, 2018
6130212	Comprehensive Viva-Voce	100	0	100	1	Elective	2017
6130213	Human Values and Professional Ethics	40	60	100	2	Elective	2018
THIRD SEMESTER							
6130309	Hospital Support & Utility Services	40	60	100	3	Elective	2017, 2018
6130310	Supply Chain Management	40	60	100	3	Elective	2017, 2018
6130311	Hospital Material Management	40	60	100	3	Elective	2017, 2018
6130312	Management of Clinical Services	40	60	100	3	Elective	2017, 2018
6130313	Product Policy Management	40	60	100	3	Elective	2017, 2018
6130314	Brand Management	40	60	100	3	Elective	2017, 2018
6130315	Sales & Distribution Management	40	60	100	3	Elective	2017, 2018
6130316	Tax Laws & Planning	40	60	100	3	Elective	2017, 2018
6130317	Financial Systems & Services	40	60	100	3	Elective	2017, 2018
6130318	Management of Banking & Insurance	40	60	100	3	Elective	2017, 2018
6130319	Industrial Relations & Labour Law	40	60	100	3	Elective	2017, 2018
6130320	Human Resource Audit	40	60	100	3	Elective	2017, 2018
6130321	Social Psychology	40	60	100	3	Elective	2017, 2018

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MBA (HA)							
Paper Code	Nomenclature	Marks			Credits	Remarks	Year
		Internal	External	Total			
6130322	Summer Internship	40	60	100	1	Elective	2017, 2018
6130323	Entrepreneurship Skills - Basic	40	60	100	4	Elective	2018
6130324	Entrepreneurship Skills- Advance	40	60	100	4	Elective	2018
FOURTH SEMESTER							
6130409	Investment Appraisal	40	60	100	3	Elective	2017
6130410	Health Insurance & Medical Tourism	40	60	100	3	Elective	2017, 2018
6130411	Medical & Health Law	40	60	100	3	Elective	2017, 2018
6130412	Disaster Management	40	60	100	3	Elective	2017, 2018
6130413	International Marketing	40	60	100	3	Elective	2017, 2018
6130414	Service Marketing	40	60	100	3	Elective	2017, 2018
6130415	Consumer Behaviour	40	60	100	3	Elective	2017, 2018
6130416	International Financial Management	40	60	100	3	Elective	2017, 2018
6130417	Financial Engineering & Risk Management	40	60	100	3	Elective	2017, 2018
6130418	Security Analysis & Portfolio Management	40	60	100	3	Elective	2017, 2018
6130419	Compensation Management	40	60	100	3	Elective	2017, 2018
6130420	Business Process Transformation	40	60	100	3	Elective	2017, 2018
6130421	Organizational Change & Development	40	60	100	3	Elective	2017, 2018
6130422	Research Project	100	0	100	3	Elective	2017, 2018
6130423	Comprehensive Viva-Voce	100	0	100	1	Elective	2017, 2018
6130424	Investment Management	40	60	100	4	Elective	2018
6130425	Human Values and Professional Ethics	40	60	100	2	Elective	2018
6130426	Entrepreneurship Skills - Advance	40	60	100	4	Elective	2018


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SYLLABUS

as per
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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

To acquaint the students with fundamentals of communication, help them honing oral, written and non- verbal communication skills and to transform their communication abilities

2. Syllabus

Unit-I

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening - listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

Unit-II

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness - indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

Unit-III

Non verbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice modulations, body sport for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

Unit-IV

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence - business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

3. Suggestive Readings:

1. Kaul, Asha, **Business Communication**, PHI, New Delhi
2. Kaul, Asha, **Effective Business Communication**, PHI, New Delhi
3. McGrath, E.H., **Basic Managerial Skills for All**, PHI, New Delhi
4. Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India
5. P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, 1st Edition Pearson Education
6. Debashish Das **Business Communication**, PHI
7. Krizan, **Effective Business Communication** 7th Edition. Cengage Learning, India.
8. Courtland L. Bovee, **Techniques of Writing Business Letters, Memos and Reports** Jaico Publishing House

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making

2. Syllabus**Unit-I**

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation- straight line and diminishing balance methods, preparation of final accounts with adjustments

Unit-II

Analysis and interpretation of financial statements - meaning, importance and techniques, ratio analysis, fund flow analysis; cash flow analysis (AS-3)

Unit-III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

Unit-IV

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making. Cost Volume profit analysis,

3. Suggested Readings:

1. Singhal, A.K. and Ghosh Roy, H.J., **Accounting for Managers**, JBC Publishers
2. Pandey, I.M., **Management Accounting**, Vikas Publishing House, NewDelhi
3. Horngren, Sundem and Stratton, **Introduction to Management Accounting**, Pearson Education, New.Delhi.
4. Hansen & Mowen, **Cost Management**, Thomson Learning
5. Mittal, S.N., **Management Accounting and Financial Management**, Shree Mahavir Book Depot, NewDelhi.
6. Jain, S.P and Narang, K.L., **Advanced Cost Accounting**, Kalyani Publishers, Ludhiana.
7. Khan, M.Y. and Jain, P.K., **Management Accounting**, TMH, NewDelhi.

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objective

The objective of this paper is to acquaint the students with Hospital Management Information System are of great importance for Decision-Making.

Course Contents**Unit I: Introduction**

Data vs Information, Importance of Information, Types of Information System, Transaction Processing System, Decision Support System, Group Decision Support System, Executive Information System.

Unit II: Managing Hospital Information Systems

System Analysis and Design, Role of System Analyst, Functional Information System: Production Information System, Marketing Information System, Financial Information System, Human Resource Information System

Unit III: Management Information System

Management Information System: Concept, Information System Requirements at Different Management Levels, Decision Making and Information System, Use of MIS: Monitoring Progress and Evaluation, Hospital Planning, Monitoring Employees, Monitoring Health Development.

Unit IV: Telehealth

Terms related to Telehealth, Historical perspective on telehealth, Types of Technology, Clinical initiatives, Administrative initiatives, Advantages and Barriers of telehealth

Suggested Readings:

1. Management Information Systems, Sadagopan, Prentice Hall of India
2. Management Information Systems, CSV Murthy, Himalaya Publications.
3. Management Information system, O'Brien Marakas, Tata Mc Graw hill (9th Edition, 2010)
4. Management Information System (MIS) in Hospitals: A Computer Based Approach for Quality in Hospital Services and Administration, Anil Kumar Saini
5. Management Information Systems, Mudrick & Ross, Prentice Hall of India
6. Management Information system, L M Prasad, Sultan Chand Publishing House(2nd Edition ,2011)
7. Information system concepts for Management, Lucas,H.C, Tata Mc Graw Hill (1st Edition, 1986)

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MBAHA 1st SEMESTER
06130101- Principals and Practice of Management

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objectives:

The objective of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Syllabus

Unit-I

Introduction: concept and nature of management; managerial competencies - communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts - traditional, behavioral, system, contingency and quality viewpoints. Case: Shui Fabrics.

Unit-II

Planning, decision making and organizing: nature and elements of planning, planning types and models, planning in learning organizations; strategic planning - an overview; decision making process, models of decision-making, increasing participation in decision-making, decision-making creativity; basic issues in organizing - work specialization, chain of command delegation, decentralization, span of management, bases for Departmentation.

Case: Planning for Diversified Activities in a Changing Environment

Unit-III

Leading: recognition of human factor, motivation models/approaches; leadership styles/behaviors, personal characteristics of effective leaders, leadership development; leadership for learning organizations. Case: Coke versus Pepsi, Detroit and Toyota

Unit-IV

Management control, managerial ethics and social responsibility: management control - concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.

Case: Controlling Information At Frito-lay, INC.

Suggested Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management , Pearson Education Asia
2. Hellreigel, Management, Thomson Learning, BoMBAHAY
3. Koontz, H and Wehrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, New Delhi, PHI, New Delhi
5. Robbins & Coulter, Management, PHI, New Delhi
6. Satya Raju, Management - Text & Cases , PHI, New Delhi
7. Richard L. Daft, Management, Thomson South-Western

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Budhora, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective: To provide the students a basic insight into the main features of Indian health care delivery system and how it compares with the other systems of the world.

Syllabus:**Unit-I Health and Disease**

Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & causation, Natural history of disease, Disease control & prevention, Changing patterns of disease, Disease classification and International Health (WHO, WB, UN); Medical sociology –Introduction, Sociological perspective of health, illness and healing; Institutional perspective and Organizational perspective.

Unit II Public and Private Health Care Services in India

Evolution of public health systems in India (ancient, colonial & post independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organisation of private health systems in India and Current trends in private health care in India.

Unit III Global Health Service Systems

Introduction to the global health scenario, Health System Models: Full State provision and funding model, NHS Model, Social health insurance model, Minimal State intervention mode.

Unit IV Population Health

Introduction to population studies, Issues of Indian society & culture, Reproductive health, Population and Development (policies, programs & evaluation), diseases (CHD, Cancer, Diabetes & Obesity). introduction to epidemiology (concept, terms, aims & uses), epidemiological methods, Epidemiology of communicable diseases (chicken pox, measles, diphtheria, TB, polio & HIV/AIDS) and Epidemiology of Non communicable

Suggested Readings:

1. K Park, Preventive and Social Medicine, Bansaridas Bhanot Publishing House.
2. Maxcy-Rosenau-Last, Public Health & Preventive Medicine, 14th Edition Ed Robert Wallace
3. Brijesh C Purohit. Health Care System in India: Towards Measuring Efficiency in Delivery of Services
4. An Introduction to Hospitals and Inpatient Care Eugenia L. Siegler ,Saeid Mirafzali ,Janice Foust
5. Textbook of epidemiology - Leon Gordis
6. Oxford text book of public health -oxford medical publication
7. An outline of sociology as applied to medicine- David Armstrong
8. Uses of epidemiology- Morris
9. Practical epidemiology- Barker



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective

The objective of this course is to help students to understand the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

2. Syllabus

Unit I

Application Software (MS-Office XP 2007)

MS Word: word basics, formatting text and documents, introduction to mail merge & macros.

MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint: PowerPoint basics, creating presentation

MS Access: Database creation, screen/form design, report generation using wizard

Unit II

E-Business: E-Business framework, E-Business application, Technology Infrastructure for E-Business, E-Business Models: Elements of Business models, B2B, B2C models

Unit III

Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

Unit IV

Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI

3. Suggested Readings:

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, New Delhi
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education
3. Laudon and Traver. **Ecommerce: Business Technology Society**, 4th Edition, Pearson Education
4. Schneider, **E-Commerce Strategy technology and implementation**, 1st Edition, Cengage Learning, India
5. Elias M. Awad, **Electronic Commerce**, PHI Learning
6. Rayudu C. S. **e-Business**, 2007, Himalaya Publishing House.
7. Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi,
8. Hanson, **E-Commerce & Web Marketing**, 1st Edition, Cengage Learning, India
9. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi
10. Joseph, **E-commerce, Indian Perspective**, 3rd Edition, PHI
11. Chaffey, **E-Business & E-Commerce Management**, 3rd Edition, Pearson Education
12. Murthy C. S. V., **e-Commerce**, Himalaya Publishing House.
13. Parag Kulkarni & P. K. Chande, **IT Strategy for Business**, 1st Edition Oxford University Press

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objective: This course provides an opportunity to develop skills for interpreting and understanding medical terms and abbreviations that are essential for working with auto accident, personal injury, or medical malpractice cases. The course includes a study of techniques for interpreting medical records related to these types of cases. The student will learn basic concepts related to records including; determination of accuracy, how technology can impact record retrieval, what to look for within the record and the basic principles of medical summaries.

Unit I - Medical Records

Definition, Characteristics of 'Good' Medical Record , Values of 'Good' Medical Record to various users Required Characteristics of entries in medical Records , Responsibility for Medical Record Quality, Medical Record Forms and their Content , Incomplete Record Control.

Unit II- Utility of Medical Records

Utility & functions of Medical Records in Health care delivery System, Organizations & management of Medical Records Department.

Unit III- Medico-Legal Aspects of Medical Records

Basic knowledge of legal aspects of Medical Records including Factories Act, Workmen Compensation Act & Consumer Protection Act, Procedures of Medical Auditing & its importance

Unit IV Hospital Manager Roles In Mrd

Role of Hospital managers & MRD personnel in Medical record keeping, Reports & returns in Medical Record System.

Suggested Readings:

1. Ettinger, A. G., & Burch, P. F. (2007). Medical Terminology Essentials. (2nd d.) EDC Paradigm: St. Paul, MN.
2. Walston-Dunham, B. (2006). Medical Malpractice: Law and Litigation, Thompson – Delmar Learning: Clifton Park, NY
3. Shakharkar B.M., Principles of Hospital Administration and Planning
4. Hospital managerial services Volume -4, S.L. Goel, R. Kumar
5. Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
6. Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt Ltd, New Delhi
7. Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland
8. A medical dictionary (Taber's, Stedman's, etc.).

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

This course aims to provide insights necessary to understand behavioral processes at individual, team and organisational level enable students to learn how to influence the human behaviour in organisations.

2. Syllabus

Unit-I

Foundation and background of OB, contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

Unit-II

Individual behaviour and processes: individual differences - values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Motivation theories and practices; Stress - symptoms, causes, consequences and management

Case: Right Man, Wrong Job?

Unit-III

Interpersonal and team processes: group behaviour, group development, group dynamics, social loafing; developing teams - self directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict - concept, sources, types, management of conflict, Power - concept, sources, approaches; organizational politics

Case: The making of the Brooklyn Bluebirds.

Unit-IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

Case: Innovating innovation.

3. Suggested Readings:

1. Nelson, Debra L and James C Quick, **Organisational Behaviour**, Thomson Learning
2. Pareek, Udai, **Understanding Organisational Behaviour**, Oxford University Press
3. Robbins, S.P., **Organisational Behaviour**, Prentice Hall of India, New Delhi
4. Hellgiegel, D & J.W. Slocum, **Organisational Behaviour**, Thomson Learning
5. McSchane, **Organisation Behaviour**, TMH, New Delhi
6. Luthans, Fred, **Organisational Behaviour**, McGraw Hill, New York
7. New Storm and Keith Davis, **Organisation Behaviour**, TMH, New Delhi
8. Kavita Singh, **Organizational Behaviour Text and Cases**, Pearson Education

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06130114- Entrepreneurship Skills- Basic- 1st Semester

Assessment

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time :3 Hours	100

Objective: The primary objective of course is to develop entrepreneurial mindset of the students through experiential learning techniques and equip the students with the concepts of entrepreneurship

Syllabus:

Unit-1: Discover Yourself: Identify individual's Hobbies, Interest, and Passion/Flow; Discuss and analyze the case studies related to effectuation and effectuation principles; Identify individual's entrepreneur style

Unit-2: Idea/Problem: Go out of the building and conduct problem interview with prospects; Identify a problem worth solving using Design Thinking Process (Wadhwani Foundation/Stanford D-School); Design a Value Proposition canvas and Deep dive into Gains, Pains and "Jobs-To-Be-Done"

Unit-3: Business Model: Design a Lean Canvas for the problem worth solving identified, Identify Riskiest Parts of Plan; GO Out of the building and Run Solution interviews; Design MVP- Build-Measure-Learn Feedback Loop

Unit-4: Revenue & Cost: Download the Annual report of a company and submit analysis report on financial statements including income, costs, gross and net margins; Download the Annual report of a company and submit analysis report on Primary and Secondary Revenue Stream, Different Pricing Strategies, Product and Operations Costs; Design an investor's pitch based on various sources of funds.

Suggested Readings:

Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications

Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers

Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited

Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press

Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger

Clifford M. BauMBA Hospital Administration & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall

Gifford Pinchot, Intrapreneuring, Harper & Row


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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objective

To expose the students to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services. A chapter on research in Hospital Services and Resources is also added to give impetus for research in this field.

Course Contents**Unit I: Introduction to Hospital Planning**

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, Financial planning of hospitals, Macro level planning.

Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building - commissioning, shake down period

Unit II

Planning for the out-patient services and emergency services, day care services

Planning for patient care units –Inpatient services and intensive care units

Planning for surgical suites.

Planning for labor and delivery suites-LDRP suites

Unit III

Planning for laboratory service, blood banking and Radiological services.

Unit IV

Planning for supportive services-medical gases, HVAC, House-keeping, CSSD, Food and beverages.

Suggested Readings:

1. Hospitals: Facilities Planning and Management, GD Kunders by Tata Mcgraw Hill
2. Modern Trends in Planning & Designing of Hospitals: Principles and Practice: Shakti Kumar Gupta, Sunil Kant, R Chandrashekhar, Sidharth Satpathy, by Jaypee – 2007
3. Hospital Planning: Charles Butler, Addison Erdman
4. Dr Malhotra's series: Step by Step – Hospital designing & Planning, by Jaypee 2007
5. Management of Hospitals & Health services: Strategic issues and performance, Rockwell Schulz, Alton C. Johnson
6. Hospital managerial services Volume -4, S.L. Goel, R. Kumar
7. Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
8. Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt ltd, New Delhi
9. Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland
10. Shakharkar B.M., Principles of Hospital Administration and Planning

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The primary concern of this course is to develop an appreciation of effective management of human resources and to enable the students to meet HR challenges in present scenario

2. Syllabus

Unit-I

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning - objectives and process; human resource information system

Unit-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

Unit-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centres, potential appraisal, rewarding performance- linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

Unit-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

Case Studies;

1. Case: Vindhya Steels Ltd
2. Case: Appraising the Secretaries at Sweetwater U
3. Case: Swati Textile India Limited.

4. Suggested Readings:

1. Ivancevich, John M., **Human Resource Management**, Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, **Managing Human Resources**, Pearson Education
3. Dessler, Gary, **Human Resource Management**, Pearson Education
4. Mathis, Robert, and John Jackson, **Human Resource Management**, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, **Human Resource Management**, Thomson Learning Inc.
6. Pattanayak, Biswajert, **Human Resource Management**, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, **Human Resource Management**, Oxford University Press, New Delhi

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making

2. Syllabus**Unit-I**

Financial management-scope finance functions and its organisation, objectives of financial management; time value of money; sources of long term finance.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, Traditional and M-M theories, determinants of dividend policy and dividend models -Walter, Gordon & M.M. models

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

3. Suggested Readings:

1. Pandey, I.M., **Financial Management**, Vikas Publishing House, New Delhi
2. Khan M.Y. and Jain P.K., **Financial Management**, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, **Financial Management**, Pearson Education
4. Chandra, Prasanna, **Financial Management**, TMH, New Delhi
5. Van Horne, James C., **Financial Management and Policy**, Prentice Hall of India
6. Brigham & Houston, **Fundamentals of Financial Management**, Thomson Learning, BoMBAHAY
7. Kishore, R., **Financial Management**, Taxman's Publishing House, New Delhi



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 hours	100

1. Course Objective:

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place

2. Syllabus

Unit-I

Nature and scope of marketing; corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system

Unit-II

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing

Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in international marketing

Case Studies:

1. Case Study: Maruti Udyog limited I & II
2. Case Study: Indian home products (P) ltd
3. Case Study: Indian Air force
4. Case Study: Promotion of fairy Queen Express
5. Case Study: Ajanta shoes company ltd
6. Case Study: Anand distributors (P) ltd

3. Suggested Readings:

1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective**, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi
5. Dhunna, Mukesh, **Marketing Management - Text and Cases**, Wisdom Publications, New Delhi
6. William L. Pride and O.C. Ferrell, **Marketing Concepts and Strategies**, 8th Edition, Boston, Houghton Mifflin Co.
7. Czinkota and Kotabe, **Marketing Management**, Cengage Learning, India
8. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University
9. Evans, **Marketing Management**, Cengage Learning, India

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective: To understand the concept of quality and its relation to healthcare scenario.

Contents

Unit I: Aspects of Quality

Definition, concepts of Quality assurance, Total quality management, Continuous quality improvement - Benefits, Awareness and Obstacles – Quality Vision, Mission and Policy Statements – Customer Perception of Quality.

Unit II: Principles of Quality Management

Overview of the contributions of Walter Shewhart, Deming & Juran and others- Concepts of quality circle - Japanese 5S Principles and Kaizen, Philip Crosby's Principles.

Unit III: Quality Management Processes

Processes in service organization and their control, simple seven tools of quality control, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality

Unit IV: Tools for Quality Management

Quality Improvement techniques, Planning techniques, Measurement techniques - Six Sigma, Implementing strategies – Quality circles, Benchmarking for Quality Standards- ISO 9000 Series- ISO2000, ISO 14000, ISO 18000, Quality in healthcare, Accreditation with special emphasis on NABH Accreditation

Suggested Readings:

1. Quality Management in Hospitals by S. K. Joshi
2. Total Quality Management, Aswathappa – Himalaya Books House
3. Quality Management, P. C. Tripathy
4. Hospital Quality Assurance: Risk Management & Program evaluation, Jesus J. Pena
5. Donald E. Lighter and Douglas C Fair: Quality Management in Health Care – Principles and Methods, Jones and Bartlett publishers, second edition.
6. Daigh RD. Financial implications of a quality improvement process.
7. McLaughlin CP and Kalauzny AD. Total quality management in health, Healthcare management review.

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

2. Syllabus

Unit- I: Introduction to Operations Management:

Role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas, Process planning and process design, Basic functions of Production Planning and Control, types of production process- Project, Job Shop, Assembly, Mass, Batch and Continuous.

Unit- II: Capacity Planning:

Aggregate planning, MPS, Operations scheduling, Product sequencing: Sequencing of products in multi-product multi-stage situations - Plant Capacity and Line Balancing, different types of layouts, Location and the factors influencing location.

Unit- III: Quality Control:

Standards and specifications, Quality Assurance and Quality Circles- Statistical Quality Control-Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve.

Unit- IV: Materials and Inventory Management:

Need and importance of Materials Requirement Planning, Supplier selection and evaluation, Vendor rating - determinants of vendor rating, safety stock, different systems of inventory control, Types of inventory control systems: ABC, VED and FNSD analyses.

3. Suggested Readings:

1. Mahadevan. B, Operations Management, 2010, Pearson Education.
2. Stevenson J. William, Operations Management, 2009, 9th Edition, Tata McGraw-Hill.
3. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
4. Danny Samson and Prakash J.Singh, Operations Management-An integrated approach, 2009, 1st Edition, Cambridge Press.
5. Ray Wild, Operations Management, 2003, Thomson Learning.
6. Kanishka Bedi, Production and Operations Management, 2007, 2nd Edition, Oxford University Press.
7. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, 5th Edition Prentice Hall of India.
8. Donald Waters, Operations Management, 2010, Kogan page India.

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective:

The primary aim of this subject is to provide a clear, concise introduction to micro economic concepts, health economics as applied to hospital sector.

Contents:**Unit I: Nature and scope of Economics**

Basic Economic Concepts - Using Economics to study Health Issues - Nature and relevance of Economics to Health and Medical care, Concept of Health- Health Determinants, Valuation & Measurement of Health Demand analysis.

Unit II: Utility Analysis

Laws of Demand and Supply, The Demand for Health, The Demand for Medical Care, Concept of Elasticity, Cost functions, Policies to Contain Costs Supply and cost analysis

Unit III: Demand and Supply

Market forms- Demand and Supply of Medical and Healthcare Services, Price determination under various configurations , Indian Healthcare system - Expenditure and Allocations under Five-Year Plans

Unit IV: Analyzing Medical care Markets

Medical Care Market Place, The competitive market Model, Market Failure in Medical Markets, Government Intervention in Medical Markets.

Market for Medical Professionals and medical services, Alternative Models of Hospital Behavior- Utility Maximizing Model, Physician Control Models, Trends towards Multi Hospital Systems.

Role of Private Sector and PPP

Suggested Readings:

1. Ceri J Phillips. Health Economics- An introduction for health professionals, Blackwell publishing.
2. Clewer Ann and D Perkins. Economics for healthcare management, Prentice Hall.
3. Folland S, A.C. Goodman, and M. Stano, The economics of health & Healthcare, Prentice Hall
4. Principles of Health Economics for developing countries, The World bank.
5. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
6. Hirschey , Mark, Managerial Economics, Thomson Learning, Bangalore
7. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
8. Keat, Paul B., and Philip K.Y. Young, Managerial Economics - Economic Tools for Today's
9. Decision Makers, Pearson Education, Delhi

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s).

2. Syllabus**Unit I**

Business Research: Meaning and methods of research, Research Process, Identification and formulation of Research Problem, Variables and types of variables, Hypothesis, Types and formulation of Hypothesis

Unit II

Research Design and its type, Need for Research Design, Features of a good research design and, Different research design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Sampling design: Probabilistic and Non-Probabilistic sampling techniques, factors influencing sample size

Unit III

Data Collection Methods: Questionnaire/schedule; questionnaire designing, interview and observational methods, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales

Unit IV

Hypothesis Testing: Parametric and Non-Parametric Tests (analysis of variance, X test, Wilcoxon Matched - pairs signed - rank test, Mann - Whitney test, Kruskal - Wallis H-test), Reporting Research, Types of reports and Characteristics of a research report.

3. Suggestive Readings:

1. William G. Zikmund, Business Research Methods, 7th Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5th Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7th Edition, Cengage Learning, India.

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Unit I

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

- Understanding the need, basic guidelines, content and process for Value Education
- Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential
- Validation- as the mechanism for self exploration
- Continuous Happiness and Prosperity- A look at basic Human Aspirations.

Unit II: Understanding Harmony in the Human Being - Harmony in Myself!

- Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
- Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha
- Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)

Unit III: Understanding Harmony in the Family and Society- Harmony in Human Relationship

- Understanding harmony in the Family- the basic unit of human interaction
- Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-Tripi; Trust (Vishwas) and Respect (Sammaan) as the foundational values of relationship
- Understanding the meaning of Vishwas; Difference between intention and competence
- Understanding the meaning of Sammaan, Difference between respect and differentiation; the other salient values in relationship

Unit IV: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

- Understanding the harmony in the Nature
- Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
- Holistic perception of harmony at all levels of existence.

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Dean
Faculty of Commerce & Management
SGT University
Bachana, Gurugram

MBAHA 3rd SEMESTER
06130309- HOSPITAL SUPPORT & UTILITY SERVICES

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objective: Objective: To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of non clinical services in a hospital. To understand the processes and details related to effective patient care and to further increase the satisfaction level of patients

Syllabus:

Unit I: Support Services

Diagnostic-Radiology & Imaging Services, Hospital Laboratory etc, Blood Bank & Transfusion Services, Ambulance Services, Pharmacy, CSSD, Oxygen Manifold/Concentrator, Dietary Service, Hospital Laundry and Linen, Marketing and Public Relations, Finance and Administrative Departments

Unit – II: Utility Services

Housekeeping, Hospital Engineering and Maintenance, Biomedical Department, Medical Records- confidentiality of records, reception, enquiry, registration and admission, Mortuary.

Unit III: Biomedical Waste Management and Hazards in Hospital

Definition of Biomedical Waste, BMW – Segregation, collection, transportation, disposal, Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste, BMW Management & methods of disinfection, Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices), BMW from Administrative point (Budget, Health check-up, Insurance)

Unit – IV: Other Hospital Functional Activities

Hospital Acquired Infection - Source and Control, Telemedicine.

Suggested Readings:

1. Management of Hospitals & Health services: Strategic issues and performance, Rockwell Schulz, Alton C. Johnson
2. Shakharkar B.M., Principles of Hospital Administration and Planning
3. Hospital managerial services Volume -4, S.L. Goel, R. Kumar
4. Hospital Core Services: Hospital administration in 21st century Vol I Kumar R, S.L. Goel
5. Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt Ltd, New Delhi
6. Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland

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SGT University
Buddha, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

2. Course Objective:

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decision making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools in real-life situation.

3. Syllabus**Unit I**

Concepts and importance of a Supply Chain (SC), Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit, Supply Chain Interventions, Push-based, Pull-based and Push-Pull based supply chain.

Unit II

Network design and Operations in the Supply Chain, Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures

Unit III

Basic and Advanced inventory models, Multi-echelon inventory models, Design options for a transportation network, Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics

Unit IV

Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices, Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model; vendor audit

4. Suggestive Readings:

1. Upendra Kachru, Exploring the Supply Chain, Excel Books
2. Agrawal, Supply Chain Management: Text and Cases, Macmillan Publishers
3. Janat Shah, Supply Chain Management, Pearson Education
4. Badi N.V., Supply Chain Management, Vrinda Publications
5. Simchi Levi, Designing and Managing the Supply Chain, TMH
6. Raghuram, Logistic and Supply chain Management, Macmillan Publishers
7. Shapiro, Modelling the Supply Chain, Cengage Learning
8. Webster, Principles & Tools for Supply Chain Management, McGraw Hill
9. Sunil Chopra, Supply Chain Management: Strategy, Planning and Operation, Pearson

Note: The faculty member will discuss at least one case per unit.

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Baddana, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective: Hospitals carry a large inventory of drugs, sophisticated and highly costly equipment besides beds, furniture and linen. The student should be conversant with Inventory and various methods of control and Purchase management.

Syllabus:**Unit I: The Materials Function**

Definition, scope and importance of materials management, objectives of materials management, functional areas of materials management, documents used in materials function, material identification codes, role of computers in the materials management, special features of materials management applied to hospitals.

Unit II: Stores Management

Responsibilities and functioning of stores, Types of stores in hospitals, Location and layout of stores, Stock verification techniques, Control of pilferages, Standardization and codification.

Unit III: Inventory Management

Definition of inventory- Need of control, objectives of inventory control, scope & importance, categories of materials in hospital, hospital, Cost associated with inventories- Ordering cost, carrying cost, over stocking cost, under stocking cost, other costs associated with service level. Inventory control Techniques, Economic order quantity (EOQ), inventory models: safety stocks, fixation of re-order level,

Unit IV: Purchase Management

Objectives and responsibilities of purchasing, Vendor evaluation techniques, Price and quality considerations, Tendering procedures, Types of purchasing. Maintenance of equipment, Inventory control of spares, Maintenance contracts, Disposal of Waste and Scrap

Suggested Readings:

1. Procurement and Materials management for Hospitals, Rex H Gregor, Harold C. Mickey
2. Material Management by Dr. Pawan Arora, Global India Publication Pvt Ltd
3. Handbook of Materials Management, P. Gopalkrishnan, Eastern Economy Edition
4. Shakharkar B.M., Principles of Hospital Administration and Planning
5. Hospital managerial services Volume-4, S.L. Goel, R. Kumar
6. Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
7. Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt Ltd, New Delhi
8. Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland

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Dean
Faculty of Commerce & Management
SST University
Bhubaneswar, Odisha

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective: To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical services in a hospital; To understand the processes and details related to effective patient care and to further increase the satisfaction level of patients

Syllabus:**Unit I: Patient centric management**

Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals; Patient safety and patient risk management

Unit II: Patient Medical Records

Policies & procedures for maintaining medical records. e-records, legal aspects of medical records, its safety, preservation and storage.

Unit: III Out Patient Services

Overview of the department, day care, accident and emergency services, physical medicine and rehabilitation, occupational therapy unit, physiotherapy department

Unit: IV In Patient Services

Ward design (general & specialized), critical care services – ICU, CCU, NICU, , medical services, surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration.

Suggested Readings:

1. Management of Hospitals & Health services: Strategic issues and performance, Rockwell Schulz, Alton C. Johnson
2. Shakharkar B.M., Principles of Hospital Administration and Planning
3. Hospital managerial services Volume -4, S.L. Goel, R. Kumar
4. Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
5. Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt Ltd, New Delhi
6. Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland



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SGT University
Buthora, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this course is to acquire the conceptual understanding of Product Policy Management and its applications for corporate growth and development.

2. Syllabus**Unit I**

Introduction to Product policy Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process.

Unit II

Product Life Cycle: Concept of PLC, Operationalizing the aspects of PLC concept, PLC as forecasting model, PLC as guideline for Marketing Strategy, Extension of PLC, Product Manager: Functions of Product Manager, Role and Responsibilities of Product Manager, Qualities required for successful Product Manager,

Unit III

Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Defining Competitive set & Competitor Analysis and Developing Product Positioning Strategy.

Unit IV

Product Design and New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organizations, Test Marketing Product Launch and Commercialization: Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch, Customer & Messaging, Copying Strategies, Product Patenting.

3. Suggestive Readings:

1. S.A. Chunawala, Product Management, Himalaya Publication.
2. Wind Yoram J., Product Policy: Concepts, Methods and Strategies, Addison-Wesley Pub. Co., Reading USA.
3. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall.
4. Ramanuj Majumdar, Product Management in India, New Delhi, Prentice Hall, India.
5. Lehman, D.R. and Winer, R.S., Product Management, TMH
6. Ward John, Profitable Product Management, London, Willilam Heinemann Ltd.
7. Urban L. Glan, Hauser R. John, and Dholkia Nilkesh, Essentials of New Product Management, New Jersey, Prentice Hall, Englewood Cliff.
8. Ulrich Karl T., Eppinger Steven D., Product Design and Development, Boston, Irwin McGraw Hill.

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SST University
Bhubaneswar, Odisha

1. 1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term marks: 60	Time : 3 Hours	100

1.Course Objective:

The purpose of this course is to familiarize the students with the concept of brand in the context of promoting products and services. To emphasize the role of brands, the concept of brand equity and advantage of creating strong brands.

2. Syllabus**Unit I**

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding

Unit II

Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of communication, marketing communication options, leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events

Unit III

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

Unit IV

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments

3. Suggestive Readings:

1. Keller, Kevin Lane, **Strategic Brand Management**, Pearson Education, New Delhi
2. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
3. Kumar, S. Ramesh, **Marketing and Branding- The Indian Scenario**, Pearson Education
4. Kapoor, Jagdeep, **24 Brand Mantras**, Sage Publications, New Delhi
5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**, TMH, New Delhi
6. Clifton, Rita & Simmons, John, **Brands and Branding**, The Economist, Delhi

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Faculty of Commerce & Business
SOT University
Dudhara, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of the course is to familiarize students with theories, techniques and practices related to sales and distribution management

2. Syllabus**Unit-I**

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

Unit-II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

Unit-III

Distribution management and marketing mix; marketing channels; channel institutions-wholesaling and retailing; designing channel system

Unit-IV

Channel management; channel information system; market logistics and supply chain management; international sales management

3. Suggested Reading:

1. Havaladar, Krishna K.& Cavale, Vasant M., **Sales and Distribution Management**, Tata McGraw Hill, New Delhi
2. Khan, Mateen, **Sales and Distribution Management**, Excel Books, New Delhi
3. Dalrymple, Douglas J., Cron, William L. & Decarlo, Thomas, **Sales Management**, John Wiley & Sons (Asia) Pvt. Ltd, New Delhi
4. Futrell, Charles M., **Sales Management - Team work, Leadership and Technology**, Thomson Learning, New Delhi
5. Rosenbloom, Bert, **Marketing Channels: A Management View**, Thomson Learning, New Delhi
6. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T., **Marketing Channels**, Prentice Hall of India/Pearson Education, New Delhi
7. Kapoor, Satish K. & Kansal, Purva, **Basics of Distribution Management**, Prentice Hall of India, New Delhi
8. Kapoor, Ramnik, **Fundamentals of Sales Management**, McMillan India Ltd, New Delhi

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 SGT University
 Gurgaon, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this course is to acquaint the students with tax laws and tax planning

2. Syllabus

Unit I

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property

Unit II

Profits and gains of business and profession including depreciation; capital gains; income from other sources

Unit III

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability

Unit IV

Tax planning/avoidance/evasion; tax planning with reference to managerial decisions - own or lease, make or buy, export or local, close or continue etc; tax planning in reference to employees' remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers

3. Suggested Readings:

1. Singhanian, V.K. and Singhanian, Kapil, **Direct Taxes Law and Practice**, Taxman Publications
2. Mahrotra & Goyal, **Income Tax Law & Practice**, Sahitya Bhawan Publications, Agra
3. Singhanian, V.K. and Singhanian, Monica, **Student Guide to Income Tax**, Taxman Publications
4. Singhanian, V.K., Singhanian, Kapil and Singhanian, Monica, **Direct Taxes Planning and Management**, Taxman Publications
5. Lal, B.B., **Direct Taxes**, Pearson Education
6. Study material of Institute of Company Secretaries of India

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 SGT University
 Gurgaon, Haryana

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of the course is to understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services.

2. Syllabus**Unit I**

Introduction to Indian and Global Financial System: Structure and Characteristics, Regulatory Institutions: SEBI and RBI, Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players

Unit II

Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's, Credit Rating Agencies-importance and Issues.

Unit III

Asset Liability Management- Significance, ALM process, Techniques - Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, Risk Management in Banks - Credit risk management, Operational risk management, Market risk management.

Unit IV

Basel I and 2, Mutual Funds and Pension Funds, Insurance Services, Bank assurance, Reinsurances, Venture Capital, Private Equity- strategic secrets to private equity, Investment strategies, Hedge funds

3. Suggestive Readings:

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi
3. Pathak, **Indian Financial System**, Pearson Education
4. Khan, M.Y., **Indian Financial System**, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House
6. Machiraju, H.R., **Working of Stock Exchange in India**, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, Himalaya Publishing House



Faculty of Commerce & Management
SGT University
Buddhera, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors

2. Syllabus**Unit I**

An overview of the banking sector- growth and structure; function and operations - RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector- role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking

Unit II

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs

Unit III

Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India

Unit IV

Organizational forms, structure and administration of life and non life insurance companies; life and non-life insurance management - strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

3. Suggested Readings:

1. Black, Kenneth jr. & Skipper, Harold D. jr., **Life and Health Insurance**, Pearson Education, Delhi
2. Rejda, George E, **Principles of Risk Management and Insurance**, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy , **Banking Theories and practices** , Vikas Publication
4. Besis Joel **Risk Management in Banking** , John Mily & Sons
5. Trieschmann, **Risk Management & Insurance**, Thomson Learning
6. **Risk Management**, Indian Institute of Banking and Finance, McMillan Publisher
7. **The New Basel Record**, ICFAI Publication
8. **Financial Intermediation**, Indian Institute of Banking and Finance

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Faculty of Commerce
Sri University
Bhubaneswar, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

2. Syllabus

Unit-I

Industrial Relations: Concept, Scope, Objectives, emerging socio -economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

Unit-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO, Prevention and settlement of disputes.

Unit III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline

Unit- IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management, Quality of work life.

3. Suggested Readings

1. Ramaswamy, E., **Managing Human Resources**, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, **Trade Union Challenges at the Designing of 21st Century**, IIRA -Excel Books, New Delhi
3. Monappa, A., **Industrial Relations**, Tata McGraw Hill, New Delhi
4. Monappa, A. **Managing Human Resources**, Tata McGraw Hill, New Delhi
5. Sinha, Sinha, Sakher, **Industrial Relations, Trade Unions and Labour Legislations**, Pearson Education, New Delhi
6. Venkataratnam, C.S., **Industrial Relations**, Oxford University Press, New Delhi
7. Dutta, S.K., **Guide to Disciplinary Action**, Tata McGraw Hill, New Delhi

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Faculty of Commerce & Management
SGT University
Baddana, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objective: The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role. The course strives to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

2. Syllabus

Unit I

Introduction and Overview, Changing Role of HR, HR as a Strategic Partner, The Need for Measuring HR, Approaches to Measuring HR, Competitive Benchmarking

Unit II

HR Accounting, HR Auditing, HR Cost Monitoring, HR Effectiveness Index, HR Key Indicators, HR MBO, HR Profit Centre, HR Reputation, Return on Investment, Surveys, Measuring Specific Impact, Measuring HR's Contribution to Enterprise Goals

Unit III

Cost Benefit Analyses for HR Interventions, Measuring HR's Impact on Processes, Measuring HR's Value Added, Balanced Scorecard and HR Scorecard, Special Issues in Measurement Process, Principle of Good Measurement

Unit IV

Integrating Alternative Measures of Behavioral and Performance Outcomes, End-to-end HR Value Report, Measuring HR Alignment, The Next Generation HR Valuation, Human Resource Valuation Strategy for Inventing Future

Suggestive Readings:

1. Kozlowski. S. V. J. & Slas. E, Learning, Training, and Development on Organisations. New York: Routledge
2. Agarwala. T. Strategic Human Resource Management, Oxford University Press
3. Rao. T. V., HRD Audit New Delhi: Response Books.
4. Som, A. Organization Redesign and Innovative HRM. New Delhi: Oxford University Press
5. Wornor. J.M. & DeSimono, R. L Human Resource Development: Foundation: Framework & Application, Cengage Learning
6. Kandula, **Strategic Human Resource Development**, PHI Learning
7. French, Bell. **Organizational Development and Transformation**, TMH
8. R Krishnaveni, **Human Resource Development** Excel Books

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Faculty of Commerce & Management
SGT University
Burlington, Ontario

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The Objective of this course is to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

2. Syllabus**Unit I**

Social Psychology: Definition, Nature and Background, Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.

Unit II

Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self focusing.

Unit III

Social Influence: Conformity, Compliance and Obedience.

Unit IV

Safety Psychology: Safety management and safety psychology, Differential accident liability.

3. Suggestive Readings:

1. Howitt, Social Psychology: Conflicts & Continuities, TMH
2. Baron, Social Psychology, Pearson
3. Taylor, Social Psychology, Pearson
4. DeLamater, Textbook of Social Psychology, Cengage Learning
5. Jex, Organizational Psychology: A Scientist Practitioner Approach, Wiley
6. Landy, Work In The 21st Century: An Introduction to Industrial and Org. Psychology, Wiley
7. John B. Miner, Industrial - Organizational Psychology, Singapore, McGraw Hill.
8. Robert A. Baron and Donn Byrne, Social Psychology: Understanding Human Interactions, New Delhi, Prentice Hall of India
9. S.C. Tailor, L.A. Peplau and D.O. Sears, Social Psychology, New Jersey, Prentice Hall Inc.
10. Baumeister, Fundamentals of Social Psychology, Cengage Learning

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 GGT University
 Budhera, Gurugram

MBAHA 4th SEMESTER
06130409-INVESTMENT APPRAISAL

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

- 2. Course Objective:** The objective of this course is to develop an understanding of the various investment appraisal techniques available to a business for an investment project.

3. Syllabus

Unit I

Capital Budgeting and Investment Decisions: Introduction, Characteristics and Classification of Investment Projects, Investment Planning and Investment Decisions, Investment Appraisal Methods as Tools for Investment Planning.

Unit II

Basic methods of investment appraisal:

Static Methods- Cost Comparison Method, Profit Comparison Method, Average Rate of Return Method, Static Payback Period Method, Discounted Cash Flow Methods- Introduction, Net Present Value Method, Annuity Method, Internal Rate of Return Method, Dynamic Payback Period Method

Unit III

Advanced Methods and Applications of Investment Appraisal

Compounded Cash Flow Methods- Compound Value Method, Critical Debt Interest Rate Method, Visualization of Financial Implications (VoFI) Method, Applications of Investment Appraisal Methods- Income Taxes and Investment Decisions, Assessment of Foreign Direct Investments, Models for Economic Life and Replacement Time Decisions, Models to Determine Optimum Investment Timing

Unit IV

Multi-Criteria Methods and Simultaneous Decision-Making

Multi-Criteria Methods- Introduction, Utility Value Analysis, Analytic Hierarchy Process, Multi-Attribute Utility Theory, PROMETHEE, Simultaneous Decision-Making Models- Static Model for Simultaneous Investment and Financing Decisions, Multi-Tier Model of Simultaneous Investment and Financing Decisions, Multi-Tier model of Simultaneous Investment and Production Decisions

4. Suggested Readings:

1. Abdel-Kader, M. G., and D. Dugdale. 2001. Evaluating Investments in Advanced Manufacturing Technology: A Fuzzy Set Theory Approach. *British Accounting Review* 33 (4):455-489.
2. Bacon, P. W. 1977. The Evaluation of Mutually Exclusive Investments. *Financial Management* 6 (2):55-58.
3. Baldwin, R. H. 1959. How to Assess Investment Proposals. *Harvard Business Review* 37 (3):98-105.
4. Boulding, K. E. 1936. Time and Investment. *Economica* 3 (12):196-214.
5. Brealey, R. A., S. C. Myers, and F. Allen. 2007. *Principles of Corporate Finance*. 9 ed. Boston et al.: McGraw-Hill/Irwin.
6. Copeland, T. E., J. F. Weston, and K. Shastri. 2005. *Financial Theory and Corporate Policy*. 4 ed. Boston: Addison Wesley.
7. Kaplan, R. S., and D. P. Norton. 2001. Transforming the Balanced Scorecard from Performance Measurement to Strategic Management: Part I. *Accounting Horizons* 15 (1):87-104.

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SGT University
Bathinda, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective

To acquaint students to the concept of HI and various HI products, so that the students are ready for challenges of healthcare insurance which is emerging as a sector holding great promise.

Syllabus:**Unit I: Introduction**

History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, current trends in Health Insurance - International and Indian scenario.

Unit 2

Economic management of Health Insurance

Unit 3

Financial management of Health Insurance

Unit 4

Scope of Medical Tourism in India

Suggested Readings :

1. Usha Mehta, A.D. Narde. Health Insurance in India and Abroad, Allied Publishers.
2. Thomas K. T., Sakthivel R. Health Insurance In India: Overcoming Challenges and Looking Ahead, Lambert Academic Publishing, 2012.
3. Michelle A. Green, JoAnne C. Rowell. Understanding Health Insurance- A guide to billing and reimbursement.
4. William S Stevens. Health Insurance- Current Issues and Background, Nova Science Publishers.



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Faculty of Commerce & Management
GGT University
Buldhara, Gurugram

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective

To acquaint the students with various legal aspects concerning type and character of the health care organizations and its duties towards patients and its employees. To familiarize the students in matters of liability of hospital medical negligence and medical malpractice in diagnosis, administration of drugs, surgery etc.

Syllabus:**Unit I**

Law and establishment of hospitals-private and public, legal requirements under Medical Council Acts.

Unit 2**Medical ethics & auditory procedures**

Ethical principles, Civic rights, Consumer protection act, CPA, Patient complaints, powers & procedures of the district forum, State and National commission, Role of supreme court, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees; Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity; Medical ethics – basic issues, importance, process of developing and implementing ethics and values in an institution – codes of conduct: Hippocrates oath and declaration of Geneva – MCI regulation – professional conduct, etiquette and ethics

Unit 3

Legal aspects relating to organ transplantation, MTP Act, 1971, Basics of Drugs and Cosmetic Acts, . ESI Act, PNDDT Act, Human experimentation, clinical trials, industrial dispute act

Unit 4

Legal liability of hospitals - criminal, civil and tortuous; liability for negligence, consumer protection law, absolute liability and vicarious liability, legal remedies available to patients

Suggested Readings :

1. Medico-legal Aspects of Patient Care, 3rd Edition, R. C. Sharma, Peepee Publishers & Distributers-2008
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, BoMBAHAY
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi
5. Tulisian P.C., Busienss Law, TMH, New Delhi
6. Chandra Bose, Business Laws, PHI
7. Bulchandani, Business Law for Management, Himalaya Publishing House.
8. Kumar, Legal Aspect of Business 1st Edition, Cengage Learning



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Course Objective

To learn, identify and assess disasters in the community. To set-forth policies and procedures for disaster preparedness and to prepare disaster plan.

Syllabus:**Unit I**

Basics of disaster management and Mass casualties, Triaging, Disaster plan, pre-hospital and hospital care

Unit 2

Disaster alertness in Hospital

Unit 3

Disaster management, planning and implementation.

Unit 4: Disaster preparedness

Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management

Suggested Readings:

1. A guide to emergency health management after natural disasters, American health organization scientific publication.
2. Emergency vector control after Natural disaster, American health organization scientific publication.
3. District Health facilities, WHO regional publication western pacific services.
4. Medical supply management after natural disaster, American health organization scientific publication.
5. Shakharkar B.M., Principles of Hospital Administration and Planning
6. Hospital managerial services Volume -4, S.L. Goel, R. Kumar
7. Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
8. Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt Ltd, New Delhi

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

2. Course Objective:

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

3. Syllabus

Unit I

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; WTO framework and the international marketer; international marketing environment; screening international marketing opportunities; techniques of foreign market selection; broad structure of an international marketing plan.

Unit II

International marketing research and information system; foreign market entry modes; global marketing operations and strategies; product and banking decisions; international product life cycle; counterfeiting and IPR issues; pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions.

Unit III

The structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.

Unit IV

International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy; organizational structure for international marketing planning; operations and control; managing risk in international marketing.

4. Suggested Readings:

1. Onkvisit Sak and John J. Shaw, **International Marketing - Analysis and Strategy**, PHI, New Delhi
2. Doole Isobel and Robin Lawe, **International Marketing Strategy**, Thomson Learning,
3. Keegan Warren J., **Global Marketing Management**, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, **International Marketing**, Oxford University Press, New Delhi
5. Rajgopal, **International Marketing**, Vikas, New Delhi

1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objectives of the course are to expose students to the nature of retail and services markets and develop abilities to help them apply marketing concepts in these markets.

2. Syllabus**Unit I**

Foundation of Service Marketing - Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy

Unit II

Customer Focus - Understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, service failure and recovery

Unit III

Designing and Delivery services - Positioning a service in the market, value addition to service product, planning and branding service product, new service development, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry

Unit IV

Special Issues in Service Marketing - e-services, online consumer behaviour, self service technologies, understanding specific service industries - financial, hospitality, health, telecom, retail, public utilities, NGOs, travel and tourism, professional services

3. Suggestive Readings:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing - Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing - People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing - Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing - OUP, New Delhi
5. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

2. Syllabus**Unit I**

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.

Unit II

Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.

Unit III

Consumer Behaviour Models, Nicosia Model, Howard-Sheth Model , Engel-Blackwell and Miniard Model , Sheth Family Decision Making Model

Unit IV

Individual Determinants of Consumer Behavior: Demographics Psychographics, Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family, Family life-cycle group and personal influence, word of mouth communication, opinion leadership.

4.Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & Dellabitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
4. Soloman, Michael R.; **Consumer Behaviour - Buying, Having and Being**; Pearson Education; New Delhi
5. Nair, Suja R.; **Consumer Behaviour in Indian Perspective** ; Himalaya Publishing House; New Delhi



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The course emphasizes the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

2. Syllabus

Unit I

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

Unit II

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

Unit III

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

Unit IV

Multinational capital structure and cost of capital; strategic considerations in euro -equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

3. Suggested Readings:

1. Levi Maurice D., **International Finance**, McGraw-Hill, New York
2. Buckley A., **Multinational Finance**, Prentice-Hall of India, New Delhi
3. Shapro A.C., **Multinational Financial Management**, Prentice-Hall, New Delhi
4. Apte P.G., **International Financial Management**, TATA McGraw-Hills, New Delhi
5. Butler, K.C., **Multinational Finance**, Thomson Learning, BoMBAHAY

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Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1.Course Objective:

The objective of this course is to explain the student about the risk return tradeoff and financial risk through the use of various derivatives, to make them understand operations of derivatives market.

2. Syllabus**Unit I**

Risk management- Concept, Investors and risk management, Risk management process, risk models, Derivative- Hedging, Currency Risk, and Hedging Risk through Forward Contracts, Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps

Unit II

Creating value with risk management- financial distress and investment, risks in banking, credit risk, foreign exchange risk, political risk and country risk, liquidity risk, Financial Engineering, Construction of option strategies in various market situations and their pay off, Betting on a large price decrease, betting on a small price increase

Unit III

Option Market- Types of Options, Uses of Options, Payoffs from Options, Trading Strategies- Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing, Factors Determining Option Price, Concept of Delta, Theta, Gamma, Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity, Exotic options: Compound, binary, barrier and Asian options, options involving several assets

Unit IV

Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps, credit default swaps, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures, Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future contracts

3. Suggestive Readings:

1. Hull, J. C, Options Futures and Other Derivatives, PHI, New Delhi
2. Varma and Jayanth, Derivatives and Risk Management, Tata McGraw Hill
3. Stulz, Risk management and Derivatives, Cengage Learning
4. Parasuraman, Fundamentals of Financial Derivatives, Wiley
5. Marshal & Bansal, Financial Engineering, PHI New Delhi
6. Chance, Derivatives and Risk Management Basics, Cengage Learning
7. Dorfman, Introduction To Risk Management, PHI New Delhi
8. Ashthana, Financial Risk Management, Himalaya Publication House



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of this paper is to acquaint the students about the investment decisions, Risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

2. Syllabus

Unit-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk, Measurement of systematic risk.

Unit-II

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

Unit-III

Portfolio - Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

Unit-IV

Bond portfolio management strategies - passive portfolio strategies, active management strategies; Portfolio revision - meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

3. Suggestive Readings:

1. Reiley & Brown, **Investment Analysis & Portfolio Management**, Thoms on Learning, BoMBAHAY.
2. Pandian, **Security Analysis and Portfolio Management**, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, **Investment**.Prentice Hall of India, New Delhi.
4. Alexander, Gorden J. and Bailey, Jeffery V., **Investment analysis and Portfolio Management**, Dryden Press, Thomson Learning, BoMBAHAY.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, **Investments**, TMH, New Delhi
6. Elton, Edwin J. & Gruber, Martin J., **Modern Portfolio Theory & Investment Analysis**, John Wiley & Sons.
7. Haugen, Robert A., **Modern Investment Theory**, Pearson Education, New Delhi.



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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

This course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies

2. Syllabus

Unit I

Role of compensation in organization: economic and behavioral theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy

Unit II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra -industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

Unit III

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

Unit IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

3. Suggested Readings:

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi


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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

The objective of the course is to study business transformation through managing people with special emphasis on innovation, creativity, team building, TQM and BPR

2. Syllabus**Unit I**

Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance to innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training

Unit II

Introduction to Learning Organizations, Architecture of Learning Organization, Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams

Unit III


Total Quality Management: History & Philosophy of TQM, Total Quality as a System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm- Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award

Unit IV

Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices, Business Process Re-Engineering: Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations, Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change

3. Suggestive Readings:

1. Grover, Business process Transformation, PHI Learning
2. Poirier, Business process management Applied, Cengage Learning
3. Evans, Total Quality management, Cengage Learning
4. Kavita Singh, Organisation Change and Development, Excel Books
5. Pradip N. Khandwala, Fourth Eye: Excellence Through Creativity, Wheeler Publication


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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

1. Course Objective:

This course is designed to provide in depth understanding of behavioral interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining

2. Syllabus

Unit I

Organizational Change - meaning, nature, types; theories of planned change; Organizational Development - nature and characteristics; process of organizational development

Unit II

Human Process Interventions - T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions

Unit III

Techno structural Interventions - restructuring organization, reengineering, employee involvement, work design; Strategic Interventions - Organization and environment relationships, organization transformation

Unit IV

Contemporary issues and applications - Organizational development in global context, organizational development in service sector, OD Practitioners - role, competencies requirement, professional ethics and values and experiences; future trends in OD

3. Suggested Readings:

1. Cummings, Thomas G. and Christopher G. Worley, **Organisation Development and Change**, Thomson Learning
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, **Organisation Development Interventions and Strategies**, Response Books, New Delhi
3. French, Wendell L. and Lecil H. Bell, **Organisation Development**, PHI, New Delhi
4. Chowdhury, Subir, **Organisation 2IC**, Pearson Education
5. Srivastava **Organization Design and Development: Concepts and Applications**, Wiley
6. Kavita Singh **Organisation Change and Development**, Excel Books
7. Wendell L. French and Cecil N. Bell Jr., **Organization Development** Prentice Hall

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1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

Objective: The objectives of Research Project are enabling to develop the understanding of the given problem and to enhance the analytical and problem solving ability and implementation capabilities of research posses.

Exam Scheme: The Research Project (MRP) shall be compulsory. University will constitute an expert committee consisting of a Dean, Professor and Associate Professor from faculty to review and approve the synopsis and shall submit duly approved synopsis within 15 days from the completion of MBAHA III semester examination.

Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of Fourth Semester examination. Major Research Project (MRP) will carry a maximum of 100 marks - out of which, 50 marks will be for the report and its contents and 50 marks will be for the presentation/viva-voce. A panel of external and internal examiners will jointly award both of these components of marks. The University shall appoint the external examiner and the Dean/Head of the Faculty shall appoint the internal examiner. A panel of external and internal examiners shall evaluate the student's performance.



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Objective: The objective of comprehensive viva-voce is to judge the overall development of the student during the MBAHA Programme.

Exam Scheme: Every student will be required to undergo comprehensive viva-voce at the end of fourth semester of their course. A panel of external and internal examiners conducts the comprehensive viva-voce examination. The external examiner appointed by the University and the internal examiner will be appointed by the Dean/ Head of the respective Faculty.

Contents

The viva-voce shall normally cover the subjects taught in all the semesters of MBAHA Programme.



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06090216-Human Values & Professional Ethics

Unit I

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

- Understanding the need, basic guidelines, content and process for Value Education
- Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential
- Validation- as the mechanism for self exploration
- Continuous Happiness and Prosperity- A look at basic Human Aspirations.

Unit II: Understanding Harmony in the Human Being - Harmony in Myself!

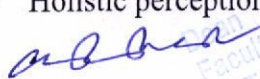
- Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
- Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha
- Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)

Unit III: Understanding Harmony in the Family and Society- Harmony in Human Relationship

- Understanding harmony in the Family- the basic unit of human interaction
- Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-Tripi; Trust (Vishwas) and Respect (Sammaan) as the foundational values of relationship
- Understanding the meaning of Vishwas; Difference between intention and competence
- Understanding the meaning of Sammaan, Difference between respect and differentiation; the other salient values in relationship

Unit IV: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

- Understanding the harmony in the Nature
- Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
- Holistic perception of harmony at all levels of existence.


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06130324- Entrepreneurship Skills- Advance- 3rd Semester

Assessment

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time :3 Hours	100

Course Objective

The primary objective of this course is to develop entrepreneurial mindset of the students and to acquaint, equip the students with advance level of entrepreneurship skills

Course Content

Unit-1:

Ansoff Matrix, Adjacency mapping, Growth stage Vs Startup phase, Chart a growth path
Expanding Customer Base- Revisit business model and develop few variants (more business model types), Identify additional customer segments (solution address), Evaluate business models for the new customer segments,

Unit-2:

Scaling- Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, traction beyond early customers, Calculate cost of new customer acquisition, Estimate customer lifetime value (LTV), Identifying waste in business operations and focusing team
Channels and Strategy- Bullseye Framework,

Unit-3:

Growing Revenues- Stabilizing key revenue streams, Developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships
Sales Planning- Understanding customers buying behaviour and decisions, Listening skills, Setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers' needs, not on product features), Follow-up and closing a sale

Unit-4: Team:

Staffing & Operations- Building the team beyond the founders, Basic concepts of compensation and incentives, Basics of stock options, Essential HR needs of a growing business

Suggestive Readings

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press.
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger

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