



FACULTY OF COMMERCE AND MANAGEMENT
2021

Program Name : MBA (Hospital Administration)			Semester: I		
Course: Medical Terminology and Medical Record Management			Code: 06120105		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale:					
The core aim of this subject is to Explain the knowledge of basic and advance medical terminologies and medical records also to Explain the terminology used in medical and healthcare sector along with the management of medical records.					
Course Objectives:					
<ol style="list-style-type: none"> 1. Understanding the basic importance of medical terms into their component parts. 2. Analyze and spell words correctly. 3. Applying the words from singular to plural form. 4. Identify combining forms, prefixes, suffixes and terminology associated with each of the body systems. 5. Understand the importance and types of medical records along with its management 					
Learning Outcomes:					
After completion of the course, students would be able to:					
<ol style="list-style-type: none"> 1. Ensuring successful learning of basic and advance medical terminology 2. Student will able to read, write, spell and understand the medical terminology 3. Understand the types, importance and role of medical records and its management techniques. 					
Prerequisite(s):					
<ol style="list-style-type: none"> 1. Basic knowledge of human body parts, name of different organ system in body 2. Basic knowledge of need and requirements of records in hospitals 					

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Pedagogy:

Ensuring class room lectures, power point presentations, hospital visits, practice of documentations along with case studies.

Syllabus:

Unit –I

Human Anatomy and Physiology: Basic Functions and Importance of the Following Systems in Human Body: 1. Digestive System 2. Respiratory System 3. Circulatory System 4. Central Nervous System, 5. Muscular Skeletal System 6. Reproductive System 7. Excretory System 8. Endocrine Glands and Urinary system.

Unit-II

Commonly Used Prefixes, Suffixes and root words in Medical Terminology, Common Latin Terms used in Prescription Writing, Study of Standard Abbreviations, Medical Terminology used by Cardiologist, Neurologist, Nephrologists, Gastroenterology, Dentist, Orthopaedics, Gynaecology, Oncologist, Endocrinologist.

Unit-III

Medical Records Management: Meaning, functions, principles of record keeping, Importance of medical records to patients, doctors, hospitals, classification of records like coding system, indexing system, methods of numbering i) Serial number ii) Unit number system iii) Serial unit numbering iv) Filing System, various other methods, types of forms basic and special, role of medical records in health care delivery, legal aspects of medical records.

Unit-IV

International Classification of Diseases (ICD), Electronic Medical Record (EMR), Records Management: Registers, forms, reports, retention and preservation of MR, Role of MRD personnel.

Unit-V

Medical Registers: Meaning, types, purpose, advantages of Medical Registers, registers in various departments. Statutory registers and reports to be maintained- specimens. Medical Audit: its process,role and importance in hospitals.

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**Textbook:**

- Davies, Juanita. Essentials of Medical Terminology. 3rd edition. New York. Delmar. 2008. E book
- Mogli. J.D. Medical Records: Organization & Management 2nd edition New Delhi: Jaypee Brothers.
- The body by Bilbirson Agreed for Occupance

Reference Books:

1. Paramedics-Six in One, Jaypee Brothers
2. Roger Watson Anatomy and Physiology for Nurses
3. Stedman's Medical Dictionary
4. Francis, C.M., and Mario C. De Souza. Hospital Administration. 3rd edition, New Delhi: Jaypee Brothers.

Journals:

- Journal of Healthcare Engineering volume 2, Issue 3, Pages 271-283

Case study: A case study of an EMR system at a large hospital in India: Challenges and strategies for successful adoption (<https://www.sciencedirect.com/science/article/pii/S1532046411001262>)

Links to websites:

- https://www.hindawi.com/journals/jhe/2011/639549/ref/?utm_source=google&utm_medium=cpc&utm_campaign=HDW_MRKT_GBL_SUB_ADWO_PAI_DYNA_JOUR_X&gclid=CjwKCAiAi4fwBRBxEiwAEO8_HkLF6o861cGUHaFTPorVf-Uaz-0jLqMcyqolxQyUxGADt-HWtEd-LRoCZA4QAvD_BwE

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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Program Name : MBA (Hospital Administration)			Semester: I		
Course: Front Office Management in Hospital			Code: 06120106		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: The core aim of this subject is to Explain the knowledge of role of front office managers in hospitals and to develop an understanding of operational activities of Hospital.					
Course Objectives: <ol style="list-style-type: none"> 1. Understanding the basic need of Front Office in hospital. 2. Identify the functions of front office executive. 3. Understand the redressal of issues regarding front office management. 					
Learning Outcomes: After completion of the course, students would be able to: <ol style="list-style-type: none"> 1. Ensuring successful learning of Reception and Front desk 2. Student will able to understand the working of front office in hospitals. 3. Understand the challenges and their solutions by a front office manager. 					
Prerequisite(s): <ol style="list-style-type: none"> 1. Basic knowledge of Importance of Front office management. 2. Basic understanding of functions of front desk. 					
Pedagogy: Ensuring class room lectures, power point presentations, hospital visits, practice of documentations along with case studies.					

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Syllabus:

Unit –I

Front Office, Functions & Importance of front office, Front Office Staff Organization, Various sections of Front office Department, Staff requirement, Functions of a reception, Qualities of Good front office representatives, Selection of staff

Unit-II

Managing Front Office, Patient Admission, Tele conversation, Telephone etiquettes, Cash and Bill Section Information.

Unit-III

Role of the Front Office, Forecasting needed, Attributes needed in Employee, informing personnel department of the Department needs, Job specification card

Unit-IV

Reception Activities -Importance of Reception, Attributes of a good reception

Unit-V

Team Work in Front Office, Team Building, Importance of Team Work in Hospitals, Nature of scope in Team Work, Characteristics of Effective Team, Essentials of good team work

Textbook:

- Stephen P. Robbins and Mary Coulter, Management (Prentice Hall of India Pvt. Ltd., New Delhi)
 - J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)
 - Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)
- Reference
- B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

Reference Books:

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<ul style="list-style-type: none"> ● C.M. Francis and et al., Hospital Administration (Jayapee Brothers Medical Publishers Pvt. Ltd., New Delhi) ● S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)
<p>Journals:</p> <ul style="list-style-type: none"> ● Journal of Healthcare Engineering volume 2, Issue 3, Pages 271-283
<p>Case study:</p> <p>A case study of an EMR system at a large hospital in India: Challenges and strategies for successful adoption (https://www.sciencedirect.com/science/article/pii/S1532046411001262)</p>
<p>Links to websites:</p> <ul style="list-style-type: none"> ● https://www.hindawi.com/journals/jhe/2011/639549/ref/?utm_source=google&utm_medium=cpc&utm_campaign=HDW_MRKT_GBL_SUB_ADWO_PAI_DYNA_JOUR_X&gclid=CjwKCAiAi4fwBRBxEiwAEO8_HkLF6o861cGUHaFTPorVf-Uaz-0jLqMcyqolxQyUxGADt-HWtEd-LRoCZA4QAvd_BwE
<p>Evaluation Scheme:</p> <ul style="list-style-type: none"> ● Class participation and attendance 05marks ● Mid Term Exam 20marks ● Assignment 05marks ● Team Project Presentation 10marks ● Term-End Exam 60marks <p>Total 100marks</p>

Program Name :MBA (Hospital Administration)	Semester: I
Course: Basics of Hospital Administration	Code: 06120107
Teaching Scheme	Evaluation Scheme

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Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

Course Rationale:

- Explain roles of hospital administrator.
- Explain the function of hospital administrator in clinical and non-clinical services in hospital.
- Explicate to reduce errors in operational processes in Hospital.
- Explain the concept of Hospital Management.

Course Objectives:

1. To expose the students to the concept of administration and operation of hospitals in a detailed manner.
2. To cover every aspect of different department which involves clinical care, supportive services as well as ancillary care.

Learning Outcomes:

After completion of the course, students would be able to:

1. Ensuring the hospital processes in all best possible manner.
2. Student will be able to understand the need and importance of hospital administrators
3. Develop aq comprehensive approach towards running a good hospital.

Prerequisite(s):

1. Basic knowledge of Hospital Industry.
2. Basic understanding of operational activities of hospitals.

Pedagogy:

Ensuring class room lectures, power point presentations, field work along with case studies.

Syllabus:

Unit 1:

Meaning, definition and concept of Health and Hospital, Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Types of Hospitals and Role of Hospital in Healthcare.

Unit 2:

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Concept of Health Care Industry & its ever-changing character, understanding functioning of Corporate multi-specialty hospital, Managerial activities for effective hospital functioning, Duties and responsibilities of Hospital Managers, Qualities of effective Manager.

Unit 3:

Hospital Management Levels and Roles, Governing Board, Executive Board and Advisory Board Medical Administration, Nursing Administration and Hospital Administration, Middle Level Managers in Hospital and their Responsibilities, Responsibilities of the hospital to the general public.

Unit 4:

Hospital of India-to-day, Classification & Accreditation- Number; type; size; distribution; ownership; utilization; Administration of a corporate hospital, Administration of a voluntary and charitable hospital, Methods of Health Education in hospital and their importance.

Unit 5:

Current Issues in Healthcare like Accreditation, Tele health, Health Tourism, Health Insurance and Managed Care, Disaster Management, Hospital Wastes Management.

Textbook:

- Stephen P. Robbins and Mary Coulter, Management (Prentice Hall of India Pvt. Ltd., New Delhi)
 - J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)
 - Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)
- Reference
- B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

Reference Books:

- C.M. Francis and et al., Hospital Administration (Jayapee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)

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Journals:

Links to websites:

https://www.hindawi.com/journals/jhe/2011/639549/ref/?utm_source=google&utm_medium=cpc&utm_campaign=HDW_MRKT_GBL_SUB_ADWO_PAI_DYNA_JOUR_X&gclid=CjwKCAiAi4fwBRBxEiwAEO8_HkLF6o861cGUHaFTPorVf-Uaz-0jLqMcyqolxQyUxGADt-HWtEd-LR0CZA4QAvD_BwE

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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Program Name : MBA (Hospital Administration)			Semester: I		
Course: Organization Behaviour			Code: 06120104		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: Organizations have to manage its tangible and intangible resources. Amongst all resources human resources offer organizations distinct advantage. This course exposes students towards the behavioural aspects of individuals working in an organization.					
Learning Outcomes: 1) To apply organizational behavioural theories / frameworks /models to business context. 2) To analyze business situation and individual behaviour. 3) To understand Organizational change & Development interventions.					
Prerequisite(s): Understanding of principles of management and basics of human resources and human behavior at work.					
Pedagogy: Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					
Syllabus: Unit-I Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour. Unit-II					

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Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

Unit-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management. Transactional analysis and Johari Window

Unit-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

Unit-V

Organizational Culture, Organization Change: Importance, Resistance to Change, Managing Change, Organization Development (OD), Pre-requisites for effective OD, Factors affecting OD, Effectiveness of OD Program.

Textbook:

Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika., *Organizational Behaviour*. (18th ed.). Pearson.

Reference Books:

- 1) Luthans, Fred., *Organizational Behaviour*, (18ed), McGraw-Hill International Edition.
- 2) Newstorm John. W. & Davis Keith., *Organizational Behaviour, Human Behaviour at Work*, (12 ed.). Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- 3) Aswathappa K., *Organizational Behaviour Text, Cases and Games*. (8th ed). Himalaya Publishing House, New Delhi.
- 4) Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
- 5) Hersey, Paul, Blanchard, Kenneth H. & Johnson, Dewey E. *Management of Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.
- 6) Ivancevich, John. & Micheeol T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill

Journals:

1. *Journal of Organizational Behaviour*
2. *Journal of Organizational Behaviour Management*

Case Study:

1. Apple goes global, *Organizational Behaviour 16e*, Robbins, Judge & Niharika Vohra, pp 64-65.

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2. The treasure trove of the aging workforce, Organizational Behaviour 16e, Robbins, Judge & Niharika Vohra, pp 38.

Links to websites:

- <http://obweb.org/>
- <http://www.tandfonline.com/loi/worg20>
- www.12manage.com

Evaluation Scheme:

● Class participation and attendance	05 marks
● Mid Term Exam	20 marks
● Assignment	05 marks
● Presentation	10 marks
● Term-End Exam	60 marks
Total	100 marks

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Program Name : MBA (Hospital Administration)			Semester: I		
Course: Marketing Management			Code: 06120103		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
Course Rationale: From a customer value creation and delivery perspective the Marketing Management course is a foundation since understanding the market and identifying and creating what is of value for the identified market is the logical starting point of business. This course focuses on formulating marketing Plans and policies based on deep insights about market; both customers and competition					
Course Objectives: <ol style="list-style-type: none">1. To provide a systematic framework for understanding customer, company, competition, collaborators and context for marketing management.2. To develop an understanding on Market Segmentation, Targeting and Positioning.					
Learning Outcomes: After completion of the course, students would be able to: <ol style="list-style-type: none">1. Appreciate the differences between consumer and business marketing2. Apply concepts and tools relevant to Segmentation, Targeting and Positioning3. Design the marketing plan for new products and services.					
Prerequisite(s): The students should be equipped with the basic terms used in Marketing Management					
Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz					

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Syllabus:

UNIT-I

Introduction to Marketing Management: Customer need focus, Profitability Focus, Assessing Market Opportunities and Customer Value: Scanning Market Environment, Creating Customer Value and Customer Relationship. Introduction to International Marketing.

UNIT –II

Analyzing Consumer Behaviour: Factors influencing consumer behavior, Cultural and Social factors influencing consumer decisions. Psychological factors, Influencing consumer decisions, Understanding Competition In Market, Strategies of Leader, Challenger and Followers in Market Place, Balancing Customer and Competition Orientation. Marketing Research: Elements of the Marketing Information Systems, Marketing Research Methods

UNIT III

Market Segmentation: Bases for Segmenting Consumer Markets, Bases for Segmenting Business Markets, Target Market Selection: Differentiated Positioning, Marketing Mix, Product Decisions: Classification of Products, Product mix and product line decisions, Packaging, Product Decisions: New product Development, Product Life Cycle management, New product options Challenges in New Product Development, Organizational arrangement for new products, Diffusion of innovation

UNIT IV

Designing and Managing Services: Nature of services, Categories of the services, Distinctive Characteristics of Services, Service Blueprint Pricing Decisions , Consumer psychology and pricing: Reference Pricing Selecting the pricing objective Determining demand Selecting the pricing method, Adapting the price, Promotional Pricing, Differentiated pricing, Initiating price cuts, Initiating price increases

Unit V

Place Decisions: Distribution channels, Integrating Multi-Channel Marketing Systems, Value Networks, Channel Functions and Flows, Identifying Channel alternatives, Evaluating Channel Alternatives.

Textbook:

- *Marketing Management: A South Asian Perspective*, Philip Kotler, Kevin Lane Keller, Pearson Education

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- *Marketing Management, Ramaswamy, Mc Graw Hill India.*

Reference Books:

- Marketing Management, Dawn Iacobucci, Cengage
- *Marketing Management, Rajan Saxena, McGraw Hill*
- *Principles of Marketing, Philip Kotler and Gary M. Armstrong, Prentice Hall*
- *Fundamentals of Marketing 8e, William J. Stanton, Charles M. Futrell, McGraw-Hill*

Journals:

- Journal of Marketing
- Journal of Consumer Research
- Journal of Marketing Research

Links to websites:

- <http://www.mmaglobal.org/>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

Cases: The Faculty should discuss at least one case per unit.

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Syllabus

Session: 2021-23

Program: MBA Hospital Administration

ACCOUNTING FOR MANAGERS

INTERNAL ASSESSMENT shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

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

Course Content

Unit-I

Accounting: - concept, importance and scope, accounting principles, types of accounting, Financial accounting : journal, ledger, trial balance, preparation of final accounts without adjustments.

Unit II

Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting. Budgets and budgetary control - meaning, objectives, classification of budgets and preparation of cash budget, importance of budgets.

Unit III

Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Ratio Analysis – meaning, objectives, significance, limitations, classification and

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computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

Unit IV

Funds Flow Statement: meaning, objectives, limitations, preparation of funds flow statement.
Cash Flow Statement: meaning, objectives, limitations, difference between cash flow statement and fund flow statement.

Unit V

Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment. marginal costing and its application in managerial decision making.

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, New Delhi
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, New Delhi.
8. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
9. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
10. M.S Narasimhan-Management Accounting , Cengage.
11. Brigham , Ehrhardt, Financial Management, Cengage Learning.
12. S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

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Program Name : MBA (Hospital Administration)			Semester: II		
Course: Healthcare Laws and Ethics			Code: 06120207		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">● To explain the concept of medical ethics, rules and regulations applicable for healthcare professionals in India.● To gain the knowledge of Medical and Health laws in India● Explicate the different acts, rules and protocols for functioning of healthcare sector.					
Course Objectives: <ol style="list-style-type: none">1. To expose the students to the concept of medical ethics, code of conduct.2. To cover every aspect of medical negligence, civil negligence, criminal negligence.3. To explain various duties and responsibilities of healthcare professionals.4. To discuss various acts, rules and laws governing health, governing drugs, and governing employment					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none">1. Ensuring successful learning of medical and health laws applicable in India.2. Student will able to understand the legal aspects of doctors and paramedics.3. Understand the role and responsibility of healthcare organizations in case of medico-legal situations					
Prerequisite(s): <ol style="list-style-type: none">1. Basic knowledge of concept of ethics, concept of medical negligence2. Basic knowledge of some duties and responsibility of hospitals and its employee.					
Pedagogy:					

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Ensuring class room lectures, power point presentations, field work, practice of documentation along with case studies.

Unit I

Medical Ethics - meaning, nature, scope, purpose and its importance, code of conduct, National Medical Council (professional conduct, etiquette and ethical regulations), Ethical practices for healthcare managers, Medical Negligence – meaning, components, types, civil negligence, criminal negligence, duties, roles and responsibilities of doctors and paramedics.

Unit II

Health Related laws – Medical Termination of Pregnancy Act, Birth and Death Registration Act, Drugs and Cosmetic Act, PC and PNDT Act, Atomic Energy Act, Surrogacy related Act.

Unit III

Laws Governing drugs – Pharmacy Act, Bio Medical Waste Management and Handling rules (amendments 2016), Narcotics and Psychotropic Substance Act, Blood Bank Regulation Act, Human Drug Trial Regulations.

Unit IV

Laws governing Hospital Operations- Building safety act, Fire safety act, maintenance and facility related act, Delhi lift Act, Radiation protection related rules (BARC).

Unit V

Law Governing to Human Resources – ESI Act, Gratuity Act, Employee Provident Fund Act, Maternity Benefit Act, Consumer Protection Act.

Textbook:

1. Raj Kumar – Acts applicable to Hospitals in India
2. Knight Bernard – Legal Aspects of Medical practice.
3. Bag R.K – Law of Medical Negligence and compensation

Reference Books:

- B.K. Mahajan Text Book of Preventive and Social Medicine
- K Park Park's Text Book of Preventive and Social Medicine 25th edition
- Guidelines of Government of India
- MoHFW current publications

Journals:

- Indian journal of health and medical law
- European journal of health law

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- Journal of health law, medicine and ethics

Case Study:

http://www.rfhha.org/index.php?option=com_content&view=article&id=1&Itemid=51

Links to websites:

- <http://stmjournals.com/Indian-Journal-of-Health-and-Medical%20Law.html>
- <https://brill.com/view/journals/ejhl/ejhl-overview.xml>
- <https://journals.sagepub.com/home/lme>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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Program Name : MBA (Hospital Administration)			Semester: II		
Course: Management of Clinical Services			Code 06120206		
Teaching Scheme			Evaluation Scheme		
ClassroomSession/ Lectures	Practical/ Group work	Tutorials	Cred	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: Explain the concept of knowledge of clinical services from an administrative view point. Explicate different clinical services in hospitals.					
Course Objectives: <ul style="list-style-type: none"> • The objective of this course is to enable students to have a good understanding of clinical services in hospital. • To explain functions, policies and procedures of clinical services. • To understand staffing, reporting and documentation of different clinical services in hospital. 					
Learning Outcomes: After completion of the course, students would be able to: <ol style="list-style-type: none"> 1. Ensuring successful learning and functions of clinical departments in hospital. 2. Students will able to know the normal policies, procedures, equipment, functions and staffing of particular clinical department. 					
Prerequisite(s): <ol style="list-style-type: none"> 1. Basic knowledge of departments of hospital. 2. Basic knowledge of normal role and functions of clinical departments. 					
Pedagogy: Ensuring class room lectures, power point presentations, hospital visits, practice of documentations along with case studies.					
Syllabus: Unit I					

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Patient Care Services- Meaning and scope, significance of patient care services, role of administration in patient care, Out Patient Department (OPD), Inpatient Department (IPD), accident and emergency department.

Unit II

Radio Diagnostic Services – Computed Tomography(CT) scan, Magnetic Resonance Imaging(MRI), ultrasonography, X- Ray, Cath lab, PET scan, Endoscopy, Angiography.

Unit III

Pathology, Histology and laboratory services, blood bank, transfusion services, dialysis unit

Unit IV

Operating Room, management of pre- operative, intraoperative and post- operative room, management of Intensive Care Unit (ICU) and its types, Neonatal Intensive Care Unit (NICU), Burn unit, labour suit.

Unit V

Nursing services, ward management, hospital acquired infection, palliative care

Textbook:

1. Shakharkar B.M., Principles of Hospital Administration and Planning, 2nd edition
2. Hospital and facilities planning and Design - G.D.Kunders

Reference Books:

- Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
- Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland
- Hospital managerial services Volume -4, S.L. Goel, R. Kumar

Journals:

- Journal of healthcare management
- Journals of hospital and healthcare management

Links to websites:

- <https://journals.lww.com/jhmonline/pages/default.aspx>
- <http://hospital-medical-management.imedpub.com/>

Evaluation Scheme:

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY
(UGC Approved University) GURGAON, Delhi-NCR

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY
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Program Name : MBA (Hospital Administration)			Semester: II		
Course: Epidemiology and National Health Programs (NHP)			Code: 06120205		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">● Explain the concept of health, disease, prevention and health environment● Explain the nation health policy and various health programs in India along with its impact on health status of country					
Course Objectives: <ol style="list-style-type: none">1. Understanding the basic concepts of Health Administration at central, state and district level2. Explain the concept of Organization of voluntary health agencies in India3. Explain various health programs related wit communicable and non-communicable disease4. Analysis of nation health policy and its impact on healthcare industry					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none">1. Ensuring successful learning of basic concepts of health, care, disease, control, eradication and prevention of diseases.2. Student will able to analyze different health programs along with their success and failure in India3. Understand the national health policy, its major provisions, considerations and effect on healthcare sector.					
Prerequisite(s): <ol style="list-style-type: none">1. Basic knowledge of human body, causation of disease meaning of health					

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2. Basic knowledge of communicable and non-communicable diseases their etiology, pathogenesis and preventive measures.

Pedagogy:

Ensuring class room lectures, power point presentations, hospital visits, public health center visit and community health center visit

Syllabus:

Unit I

Meaning and definition of health, concept of well-being, philosophy of health, health determinant, health indicators, healthcare spectrum, Concept and definition of epidemiology, aims and objective of epidemiology, Types of epidemiological study, study foreign, coherent study, types of therapeutic or clinical trials, application and uses of epidemiology.

Unit II

Goals for Health for All by 2000, and Beyond, National Health Budget. Organization for Health: Voluntary health agencies in India, Indian Red Cross Society, Tuberculosis Association of India. International Health Organizations: WHO, UNICEF, UNDP.

Unit III

National Health Programs related to Communicable Diseases: National Vector Borne Disease Control Program (NVBDCP), National Malaria Control Program, National Filaria Control Program, Revised National Tuberculosis Control Program (RNTCP), National Leprosy Eradication Program (NLEP) and National AIDS Control Program (NACP).

Unit IV

National Health Programs related to Non Communicable Diseases: National Program for Prevention and Control of Cancer, Diabetes (NPCDCS), National Program for Control of Blindness (NBCP), National Mental Health Program (NMHP), Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A).

Unit V

Universal Immunization Program, RCH Phase II, National Rural Health Mission, National Urban Health Mission, National Mental Health Program, National Family Planning Program, National Health Policy, 2017 National Population Policy, Role of NitiAayog in Health Planning.

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**Textbook:**

- Park's textbook of preventive and social medicine, K.Park, 23rd edition.
- Mahajan & Gupta Textbook of Preventive and Social Medicine, 4th edition
- Control of Hospitals infection -A practical handbook, (1997), 3rd edition - G.A.J. Ayliffe, E.J.L. Lawbury, A.N.Geddes, J.D. Willians, Chapman & Hall Medical Chennai.

Reference Books:

- Oxford Textbook of Public Health, Vol.3
- Francis, C.M. and MarioOdeSouza, Hospital Administration,New Delhi: Jaypee Brothers – 3rd edition
- Study Material on Hospital Administration.Vol.2- Health Care Systems in India.
- Publications of Government of India
- MoHFW publications
- WHO publications

Journals:

- Journal of Health policy and management
- International Journal of Health policy and management

Case study: Decentralization and decision space in the health sector: a case study from Karnataka, India (<https://academic.oup.com/heapol/article/31/2/171/2355442>)

Links to websites:

- <https://www.pulsus.com/journal-health-policy-management.html>
- <http://www.ijhpm.com/>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam20marks
- Assignment05marks
- Team Project Presentation 10marks
- Term-End Exam60marks

Total 100marks

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FINANCIAL MANAGEMENT

MBA(HA)- 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Financial Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Content

Unit 1: Introduction

Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management
Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit 2: Investment

Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method. Practical questions on RADR (Risk Adjusted Discount Rate). Fund flow statement & Cashflow statement

Unit 3: Financing Decision

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach) Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 4: Dividend Decisions

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage

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Unit 5: Working Capital Decisions Working Capital-Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

Suggested Readings:

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
3. Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
5. Khan and Jain. Basic Financial Management, McGraw Hill Education
6. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
7. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.
8. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
10. Pandey, I.M. Financial Management. Vikas Publications.

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY
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Program Name : MBA (HA)			Semester: II		
Course: Human Resource Management			Code: 06120203		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: This course is an introduction to Human Resource Management. HRM involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between organizational and individual goals. The focus of the course is on the various human resource policies as recruitment, selection, performance management, rewards, staffing and development. Students will get insight into the basic challenges, approaches and tools within these fields.					
Course Objectives: <ol style="list-style-type: none">1. To understand challenges of human resource management in today's competitive environment.2. To apply the knowledge of talent management, recruitment, selection, training & development in organization.3. To evaluate performance & potential appraisal in developing compensation structure in organization.4. To understand role of international human resource management and cultural diversity in global business environment.					
Learning Outcomes: After completion of the course, students would be able to: <ol style="list-style-type: none">1. Understand the nature, role and importance of the Human Resource in organization.2. Analyze employee recruitment, selection, retention plans and their development processes.3. Demonstrate the skills for solving HR issues and the formulation of appropriate HRM responses.4. Explain the purpose, need and relevance of HRIS.					
Prerequisite(s): Knowledge of principles of management and basics of human resources.					

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Pedagogy: Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

Syllabus:

Unit I: Introduction to HRM; Evolution of HRM; role, responsibilities and competencies of HR professionals; HR processes and functions; Changing environment at workplace, human resource planning - objectives and process.

Unit II : Job Analysis, Job descriptions and job specifications, recruitment and selection methods and strategies, orientation and induction, training and development process & methods, training need assessment, designing, administering and evaluation of training and development programme.

Unit III: Elements of performance management system, performance evaluation methods, Appraising performance: developing performance appraisal system, career & succession planning and management.

UNIT IV: Compensation management, job evaluation methods, classification of employee benefits, design and administration. HR in knowledge era: HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee easing, HR audit.

Unit V: Human Resource Information Systems: Evolution, Objectives, Needs, Advantages & Disadvantages, System Design and Acquisition: Design of HRIS - Relevance of Decision Making Concepts for Information System Design, Data Management for HRIS, The Future of Human Resource Information Systems: Emerging Trends in HRM and IT.

Textbook:

- Dessler Gary and Varkkey Biju (2015), Human Resource Management, Pearson Publication, 14th Edition
- Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons, 3rd Edition
- Decenzo, A. David & Robbins, Stephen (2011). *Fundamentals of Human Resource Management*. Wiley India 10th Edition

Reference Books:

1. Bohlander George W., Sherman Arthur W., Snell Scott A., *Managing Human Resources*, South Western College, 16th Edition
2. R. Luis, Mejia- Gomez, B. David, Balkin and L. Robert, Cardy (2016), *Managing Human Resources*, Pearson Higher Education, 8th Edition

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3. Mathis Robert L. and Jackson John H., Valentine Sean R. (2013), *Human Resource Management*, Cengage Learning, 14th Edition
4. Mondy R.W. & Noe R.M., *Human Resource Management*, Pearson Education, 7th Edition,
5. Aswathappa K. *Human Resource Management*, McGraw Hill Education, 8th Edition

Journals:

1. *Journal of Human Resources*
2. *Academy of Management Review*
3. *Human Resource Development Review*
4. *Journal of Management Education*

Case Study

- 1 Carter Cleaning Company, Chapter 1, pg 23.
- 2 Translating strategy in to hr policies and practices case, Chapter 4, pg 108.
3. Boss, I think we have a problem, Chapter 17, pg 508

Links to websites:

- www.peoplematters.in
- www.hrvillage.com
- www.tvrls.com

Evaluation Scheme:

● Class participation and attendance	05 marks
● Mid Term Exam	20 marks
● Assignment	05 marks
● Presentation	10 marks
● Term-End Exam	60 marks
Total	100 marks

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BUSINESS RESEARCH METHODS

MBA(HA) 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA206	BUSINESS RESEARCH METHODOLOGY	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

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 earn out business research using scientific methods and prepare research report(s).

Course Content

Unit I

Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis

Unit II

Research Design: Meaning, Need, and Different Research Design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Features of a Good Research Design

Unit III

Sampling Design: Meaning, Need, and Advantages of Sampling over Census, Probability and Non Probability Sampling Methods, Criteria of Selecting a Sampling Procedure, Factors Influencing Sample size

Unit IV

Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational Methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales

Unit V

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Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Application of Excel and SPSS.

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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**International Business
 MBA- 2nd Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 303	International Business & Trade Practices	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
 INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

- Course Objective:** The Student will get an insight of the international business and trade Practices and its functioning. This will help them to look forward for the exploration of international business opportunities.

3. Syllabus

Unit - I

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's & TNCs in the developing countries.

Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

Unit - II

International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

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Unit - III

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

Unit - IV

Balance of trade and balance of payments: Constituents of Capital Account and Current Account,

Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

Unit – V

Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

4. Suggestive Readings:

1. Krugman, Paul R., & Obstfeld Maurice – International Economics, 8th Edition 2013 Pearson.
2. Aswathappa- *International Business* (Tata McGraw-Hill, 2002)
3. Daniels- *International Business* (Pearson Education) 2004.
4. Paul J- *International Business* (Prentice-Hall, 2004)
5. Deresky H- *International Business* (PHI, 2003)
6. Hill C W- *International Business* (Tata McGraw-Hill,2002.)
7. Varma M L- *International Trade* (Vikas, 2003)
8. Taggart- *The Essence of International Business* (PHI)
9. Farooque M U & Et al, *International Trade*, First Edition December 2013 Alfabet Publication.
10. Amin, Samir – *Beyond US Hegemony*, Zed Books Ltd. First E-book edition 2013

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

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY
(UGC Approved University) GURGAON, Delhi-NCR

Program Name :MBA (Hospital Administration)			Semester: III		
Course: Hospital Planning and Designing			Code: 06120301		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">● Explain roles of hospital planning and architecting.● Explain the role of planning clinical and non-clinical services in cost effective manner.● Explicate to reduce the cost of healthcare planning and services.● Explain the concept of project management					
Course Objectives: <ol style="list-style-type: none">1. To expose the students to the concept of planning and operation of hospitals in a detailed manner.2. To cover every aspect of planning different departments that is involved clinical care, supportive services as well as ancillary care.					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none">1. Ensuring successful reform of health planning concept2. Student will able to plan and expand the required structure of hospital3. Know about the Guiding principles of hospital planning					
Prerequisite(s): <ol style="list-style-type: none">1. Basic knowledge of clinical, supportive, ancillary services of hospital.2. Basic guidelines for hospital planning.					
Pedagogy: <p>Ensuring class room lectures, power point presentations, field work along with case studies.</p>					

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Syllabus:

Unit-I

Definition of hospital, Planning as a management function. Hospital Planning: Meaning, & scope, Steps of hospital planning from idea to inauguration of hospital, need and advantages of hospital planning, Type of ownership and hospital planning, provisions of subsidies and benefits for constructing hospitals

Unit-II

Concept of building a Hospital, Availability of Finance & land Feasibility Studies catchments area and demand analysis, Guiding principles in planning Hospital facilities & services

Unit-III

Planning of type, size and facilities for Hospital, Operational plan and functional plan, Facility Master Plan, Design (Internal & External Aspects), Planning of Equipment,

Unit-IV

Administrative, Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, P R Deptt., role of marketing department in hospital

Unit-V

Basics for requirements for Clinical Service Departments. And Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear, Medicine, Surgical, Labour room & delivery room, Physical, Medicine & rehabilitation, Occupational & recreational therapy, CATH lab, Nursing Unit, ICU, ICCU

Textbook:

1. Hospitals: Facilities Planning and Management, GD Kundurs by Tata Mcgraw Hill
2. Modern Trends in Planning & Designing of Hospitals: Principles and Practice: Shakti Kumar Gupta, Sunil Kant, R Chandrashekhar, SidharthSatpathy, by Jaypee – 2007

Reference Books:

- Hospital Planning: Charles Butler, Addison Erdman

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- Hospital Planning: Charles Butler, Addison Erdman
- Dr Malhotra's series: Step by Step – Hospital designing & Planning, by Jaypee 2007

Journals:

- Hospital planning management volume 34, issue 4 Pages: 1073-1496, e1378-e1989 October/December 2019
- Hospital administration journals
- Health policy and planning

Links to websites:

- (<https://academic.oup.com/heapol>)
- (<https://www.mdlinx.com/hospital-administration/journals.cfm>)
- <http://hospital-medical-management.imedpub.com/>
- <http://jhmhp.amegroups.com/>
- <http://www.ahaindia.org/journal>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY
(UGC Approved University) GURGAON, Delhi-NCR

Program Name : MBA (Hospital Administration)			Semester: III		
Course: Disaster Management			Code : 06120303		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">• To explain disaster and its types.• To explain hospital preparedness to manage disaster situation.• To explicit the role of professionals in disaster.					
Course Objectives: <ol style="list-style-type: none">1. To enhance understanding of nature and extent of threats to hospitals due to disasters.2. To understand the concept and issues involved in hospital preparedness to deal with disasters.3. To enhance capability to develop plans for disaster risk preparedness and mitigation measures.					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none">1. Develop and analyze plans for better disaster risk preparedness.2. Plan mitigation measures to minimize the impact of disaster on hospitals.3. Develop the skill to organize training programs for disaster management.					
Prerequisite(s): <p>Basic knowledge of disaster, types of disaster, general measures taken during disaster.</p>					
Pedagogy: <p>Ensuring class room lectures, power point presentations, field work, public health mini projects along with case studies.</p>					

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Syllabus:

Unit I

Introduction to Disaster – Disaster - meaning, definitions, types, natural disasters such as flood, cyclone, earthquakes, landslides etc. Man- made disasters such as fire, nuclear disaster, biological disaster, accidents.

Unit II

Disaster preparedness and response of hospitals – Disaster preparedness concept, nature and plan, predictions, early warning and safety measures in hospitals, external and internal disaster preparedness and response of hospitals.

Unit III

Role of information, education, communication and training, role of government, non-government bodies, national and international agencies in disaster management, role of healthcare professionals in disaster management, National guidelines for disaster management.

Unit IV

Disaster Response –Introduction, meaning, plan, activation of emergency preparedness plan, triage, color coding in hospitals, psychological response and management, medical health response in different disasters.

Unit V

Rehabilitation –concept, meaning, role, types and its importance, cardiac rehabilitation, mental rehabilitation, physical rehabilitation and psychological rehabilitation.

Textbook:

- Dr. MrinaliniPanday- Disaster Management, wiley India pvt.ltd.
- Tushar Bhattacharya - Disaster Science and Management, Mcgraw hill education (India) pvt.ltd.
- Jagbir Singh- Disaster Management: future challenges and opportunities, K W Publishers pvt.ltd.

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**Reference Books:**

- Disaster management – S.K.Singh, S.C. Kundu,
- Disaster Administration and Management, Text & Case studies- SL Goel
- Disaster Management- G.K Ghosh Disaster Management – Vinod K Sharma- NCDM
- J.P. Singhal – Disaster Management, laxmi publications
- Shailesh Shukla, ShammaHussain – Biodiversity, Environment and Disaster Management, unique publications.
- C.K. Rajan, NavalePandharinath- Earth and Atmospheric Disaster Management: Nature and Manmade, BS publications.

Journals:

- International Journal of Disaster Risk Reduction
- Environment Pollution and Climate Change
- International Journal of Disaster Risk Reduction

Case study:

Disaster Management at Hospitals: CARE Hospitals' Response to Hudhud
(<https://www.etcases.com/disaster-management-at-hospitals.html>)

Links to websites:

- <https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction>
- <https://www.omicsonline.org/scholarly/disaster-management-journals-articles-ppts-list.php>
- <https://www.sciencedirect.com/journal/international-journal-of-disaster-risk-reduction>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks

Date of approval in BOS:

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• Assignment	05marks	
• Team Project Presentation		10marks
• Term-End Exam	60marks	
Total	100marks	

Program Name : MBA (Hospital Administration)

Semester: III

Date of approval in BOS:

Date of approval in AC:

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Course: Hospital Support and Utility Services			Code : 06120302		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">● Explain the concept of knowledge of support and utility services from administrative view point.● Explicate different support and utility services in hospital.					
Course Objectives: <ul style="list-style-type: none">● The objective of this course is to enable students to have a good understanding of support and utility services in hospital.● To explain functions, policies and procedures of support and utility services.● To understand staffing, reporting and documentation of different support and utility services in hospital.					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none">4. Ensuring successful learning and functions of support and utility departments in hospital.5. Students will able to know the normal policies, procedures, equipment, functions and staffing of particular support and utility department.					
Prerequisite(s): <ol style="list-style-type: none">1. Basic knowledge of departments of hospital.2. Basic knowledge of normal role and functions of support and utility departments.					
Pedagogy: <p>Ensuring class room lectures, power point presentations, hospital visits, practice of documentations along with case studies.</p>					
Syllabus:					

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Unit I

Role and importance of support and utility services, Central Sterile Supply Department (CSSD), hospital laundry and linen services, pharmacy services, ambulance service and mortuary.

Unit II

Reception, enquiry, registration, admissions, medical record department, human resource department and public relations.

Unit III

Nutrition and dietary services, hospital store, inventory and purchase department, quality department.

Unit IV

Hospital engineering and maintenance department, biomedical instrument maintenance department, central gas supply, HVAC,

Unit V

Electricity and water supply department, internal transportation services, hospital security services, housekeeping services, bio medical waste management.

Textbook:

1. Sakharkar B.M., Principles of Hospital Administration and Planning 2nd edition.
2. Hospital and facilities planning and Design - G.D.Kunders 2nd edition

Reference Books:

- Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel
- Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland
- Hospital managerial services Volume -4, S.L. Goel, R. Kumar

Journals:

- Journal of healthcare management
- Journals of hospital and healthcare management

Links to websites:

- <https://journals.lww.com/jhmonline/pages/default.aspx>
- <http://hospital-medical-management.imedpub.com/>

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Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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Program Name : MBA (Hospital Administration)			Semester: III		
Course: Sales and Distribution Management			Code: 06120306		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
Course Rationale: Learning of SAP S/4 HANA SD					
Course Objectives:					
<ol style="list-style-type: none"> To acquaint the students with ERP Systems To make the students industry ready with hands-on on SAP SD 					
Learning Outcomes:					
After completion of the course, students would be able to: <ol style="list-style-type: none"> Manage sales territories using the best of selling practice. Design the SAP SD systems Assess the standard business operations for achieving profitability. 					
Prerequisite(s): Knowledge of Pre Sales, Sales Forecast, Order, Delivery Management, Invoicing, Taxes & Exports					
Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz					
Unit - I Introduction to Sales Management, Relationship with Distribution Management and Understanding Buyer Behavior for Effective Selling, Personal Selling process					
Unit - II Planning, Sales Forecasting and Budgeting, Management of Sales Territories and Quotas, Organizing and staffing the sales force					
Unit - III Training and Motivation of the sales force, Compensating and Leading the sales force, Controlling the sales force , Planning and execution of Sales Promotions , Managing Key Accounts					
Unit - IV Distribution management and the marketing mix, Marketing channels, Channel planning and design, Channel Planning and Design, Training and Motivation of channels. Channel management, Dealer management principles, Channel information systems, Channel Institutions: Retailing , Wholesaling					
Unit - V Application: Product: Product/Service Catalogue, Customers, Materials & Services. Pre Sales: Sales Forecast,					

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Inquiry, Quotations, Contract, Agreements & Reporting. Core Sales: Order, Free Goods, Seasonal Sales, Sales Return & Reports. Delivery: Distribution, Dispatch, Packaging, Delivery & Reporting. Billing: Invoicing, Debit & Credit Memos, Taxes & Reporting

Textbook:

- *Sales Management: Decisions, Strategies and Cases*, Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, Pearson

Reference Books:

- Sales & Distribution Management – Text & Case*, Krishna K Havaldar and Vasant M Cavale & McGraw,
- *Marketing Channels*, Anne Coughlan, Erin Anderson, Louis W. Stern & Adel El-Ansary, Pearson
 - *Marketing Channels – A Management Perspective*, Bert Rosenbloom, Cengage
- *All books should be of latest edition

Journals:

-

Links to websites:

-

Evaluation Scheme:

•	Class participation and attendance	05marks
•	Mid Term Exam	20marks
•	Assignment	05marks
•	Team Project Presentation	10marks
•	Term-End Exam	60marks
	Total	100marks

Cases: The Faculty shall discuss at least one case per unit

Program Name : MBA (Hospital Administration)	Semester: III
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Course: MARKETING STRATEGY			Code: 06120307		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
Course Rationale: The course aim to design and execute each marketing mix elements strategy as Product ,pricing promotion and distribution strategy.					
Course Objectives: <ol style="list-style-type: none"> 1. To introduce the concept of Marketing strategy 2. To learn the strategies best fitted in contemporary marketing. 					
Learning Outcomes: After completion of the course the student would be able to <ol style="list-style-type: none"> 1. Exemplify Marketing Strategies and their linkages with other organizational strategies – Corporate, Business & Functional Strategies. 2. Describe the process of Marketing Strategy formulation / formation 3. Apply the concepts & tools of Marketing Strategy to real-life and simulated situations 4. Formulate & Execute Marketing Strategy over the long-term 					
Prerequisite(s): The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various strategies.					
Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz					
Syllabus: UNIT-I Structure of Strategy: Corporate –Business- Product / Market Strategy, Marketing Strategy: Definition, Structure & Components UNIT II Marketing Strategy – Formulation & Formation: Rising Above the Marketing-Mix, Opportunity Analysis – STP, Target Market Strategies UNIT III Components of Marketing Strategy: building a Market Attractiveness – Competitive Position Matrix & Portfolio, Marketing Plan UNIT IV Strategic Options across PLC, An Overview of PLC-based Strategies, and Strategies for international market. UNIT V New Market Strategies : Pioneer Strategies, Follower strategies, Late follower strategies, Growth					

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Market Strategies, Offensive marketing strategies, Leader strategies, Challenger strategies, Mature Market Strategies, Defensive Marketing Strategies	
Textbook: <ul style="list-style-type: none">• <i>Text Book - Marketing Strategy, A Decision-Focused Approach</i>, Orville Walker and John Mullins, McGraw Hills	
Reference Books: <ul style="list-style-type: none">• <i>Marketing As Strategy</i>, Nirmalya Kumar, Harvard Business Press	
Journals: <ul style="list-style-type: none">• Journal of Marketing	
Links to websites: <ul style="list-style-type: none">•	
Evaluation Scheme: <ul style="list-style-type: none">• Class participation and attendance 05marks• Mid Term Exam 20marks• Assignment 05marks• Team Project Presentation 10marks• Term-End Exam 60marks	
Total	100marks
Cases: The Faculty should discuss at least one case per unit.	

Program Name : MBA (Marketing Specialization)	Semester: III
Course: Consumer Behavior	Code: 06120305

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Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work / Workshop	Tutorials/ Assignment	Credit	Continuous Evaluation	Term End Examination (TEE)
40			4	40	60
<p>Course Rationale: This elective course introduces concepts and tools that help marketing majoring students to understand consumer behavior and encourage them to apply them in marketing decision making.</p>					
<p align="center">Course Objectives:</p> <ol style="list-style-type: none"> To understand the concepts and frameworks relevant to marketing decision making. To introduce the tools and techniques in consumer research and insight gathering. 					
<p>Learning Outcomes: After completion of the course the student would be able to</p> <ol style="list-style-type: none"> Appreciate variations in consumer choice and usage phenomena and its impact on marketing strategy. Understand Psychological and Socio-Cultural Factors influencing consumer behavior. Analyze influence of these factors on choice, usage and adoption of brands. Formulate Marketing Programs in the light of the above understanding and analysis. 					
<p align="center">Prerequisite(s):</p> <p align="center">Marketing Management (Core Course)</p>					
<p>Pedagogy: Student’s Seminar, Student’s Interactive Session, Case Studies</p>					
<p align="center">Syllabus:</p> <p align="center">Unit 1:</p> <p>Conceptual overview of Consumer Behavior & Consumer Research: Impact of Intrinsic and extrinsic variables on Consumer decision making and usage of products and services; Discussion on Product categories: Variations in purchase across categories, Variations in use across categories and Consumer Decision & Decision Rules, Marketing research.</p>					

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Unit 2:

Customer decision making process model, Nicosia model, Howard-Sheth model, Engel Kollat Blackwell Model, Overview of customer experience, Using Behavioral Data for Designing Customer Experience; Mapping the consumption process for marketing insights, Discuss attribution, dissonance reduction and disconfirmation theories

Unit 3:

Discuss how understanding of individual self and lifestyles help marketing decisions, Discuss VALS for market Segmentation and targeting; Analyzing consumer perceptions, Perceptual mapping, Discuss impact of contextual stimuli on perception; Discuss Attitude concepts and frameworks, Measurement of Consumer Attitude.

Unit 4: Habitual consumption and drivers of loyalty, consumption process for marketing insight, Sales promotion and change in behavior, Loyalty Programs, ELM Model; Discussion on the role of reference group in consumer decision making: Impact of word of mouth on consumption. Practices for generating positive word of mouth, Family decision making and Life cycle.

Unit 5: Discussion on Concepts and dimension of culture and cultural values: Indian cultural values and Global cultures, Discussion on learning consumer culture; Social class; Social comparison theory; Marketing to BoP; Luxury Marketing. Adoption of Innovation, Discussion on how non-economic factors impact adoption of products and Services.

Textbook:

- *Consumer Behavior*, Leon G. Schiffman, Leslie Lazar Kanuk, Prentice Hall

Reference Books:

- *Case Studies in Consumer Behavior*, S. Ramesh Kumar, Pearson.
- *Why We Buy: The Science of Shopping*, Paco Underhill, Simon and Schuster
- *We are Like that Only*, Rama Bijapurkar, Penguin.

Journals:

- Journal of Consumer Research
- Journal of Marketing
- Harvard Business Review

Links to websites:

Evaluation Scheme:

- | | |
|--------------------------------------|---------|
| ● Class participation and attendance | 05marks |
| ● Mid Term Exam | 20marks |
| ● Assignment | 05marks |

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	• Team Project Presentation	10marks
	• Term-End Exam	60marks
Total		100marks

Program Name : MBA (Dual Specialization)	Semester: III
Course: Talent Acquisition & Management	Code: 06120315
Teaching Scheme	Evaluation Scheme

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Classroom Session/ Lectures	Practical / Group work	Tutorials		Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

Course Rationale:

This course presents a comprehensive overview of how to effectively develop a talent management strategy. This course explores the principles of managing (recruiting and keeping) talent in an organization through coaching, performance management & integrating a complete compensation system, Developing an employee succession and coaching. Students utilize tools to learn how to set up a feedback system for continuous growth and progress of talent.

Learning Outcomes:

1. Determine relationship between performance management and talent management
2. Develop processes for implementing strategies for talent management system.
3. Designing plan to integrate succession planning & coaching system.

Prerequisite(s):

Knowledge of principles of management and basics of human resources.

Pedagogy: Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

Syllabus:

Unit 1

Introduction to Talent Management, Creating Talent Management System, Developing Building Block of Talent Management – Competencies, Building Block Performance Management.

Unit 2

Evaluating Employee Potential – Determining Every Employees Potential For Growth, Evaluating Employee Potential – 9 Box Model Performance & Potential Review, Finding The Crown Jewels – Super Keepers, Recruiting Super keepers – Finding, Hiring And Talent Management Selection Model.

Unit 3

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Talent Planning & Development – Achieving Organizational Excellence, Developing Superkeepers, Keepers And Solid Citizens, Talent Management In Global Firm, Building Diversity – Women Superkeepers.

Unit 4

Compensation To Implement Talent Management – Integrating Compensation With Talent Management, Compensating Superkeepers, Using Long Term Incentives To Retain Top Talent.

Unit 5

Using IT to Support Talent Management System, Developing Talent Management Information Strategy. Designing Succession Planning – Ensuring Leadership, Integrating Coaching, Training & Development, Leadership Coaching, Coaching The Superkeepers.

Textbook:

Berger, Lance A. & Berger, Dorothy R., *The Talent Management Handbook*. McGraw Hill. New York, NY.

Reference Books:

1. Silzer, R. & Dowell, B.E. (2010). *Strategy-driven talent management: A leadership imperative*. San Francisco, CA: John Wiley & Sons.
2. Farndale, E., Scullion H., & Sparrow, P. (in press). The role of the corporate HR function in Global Talent Management. *Journal of World Business*.
3. Schuler, R. S., Briscoe, D. R., & Claus, L. 2009. *Global compensation, benefits, and taxes. International Human Resource Management* (3rd edition), 236-285. Oxon: Routledge.
4. Scullion, Hugh. & Collings, David G., *Global Talent Management*. Routledge (Taylor and Francis Group).
5. Carter, Louis & Goldsmith, Marshall. *Best Practices in Talent Management: How the World's Leading Corporations manage, develop and retain top talent*. John Wiley & Sons.

Journals:

1. *Organizational Development Journal*
2. *Global Business Review*.

Case Study

1 Casting a Wider Net, Lance A.Berger ch 12 pg 146 – 154

2 Major league Baseball’s quest for Superkeepers, Lance A.Berger ch 4 Pg 45 – 49.

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Links to websites:	
1. http://talentmgt.com/ 2. http://www.peoplestreme.com/performance-management-1.shtml 3. http://www.cipd.co.uk/hr-topics/	
Evaluation Scheme:	
<ul style="list-style-type: none"> ● Class participation and attendance ● Mid Term Exam ● Assignment ● Presentation ● Term-End Exam 	05 marks 20 marks 05 marks 10 marks 60 marks 100 marks
Total	
Session Plan:	

Program Name : MBA (Specialization)			Semester:		
Course: Strategic Human Resource Management			Code: 06120314		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Prac tical / Group work	Tutorial s	C o n t i n u o u s E v a l u a t i o n	Continu ous Evaluat ion	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale:					

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The HR managers are expected to contribute to business strategies unlike in the past. The course will enable students to understand and to appreciate various HR strategies that are to be linked/ aligned to business strategies and help the organizations to attain higher level of growth.

Course objectives and outcomes:

1. To develop and Comprehend the role of HR planning as part of important strategy in linking with business strategy/ goals of organization.
2. To Gain competencies on choosing right outsourcing strategies for better financial and effective performance
3. To understand and Comprehend on the requirements of diversity in organization and develop strategies for implementation

Prerequisite(s):

- The students must have studied Human Resource Management earlier.
- The students must have understanding of Strategy and Human Resource Trends
- The students must be willing to have an interactive session with different pedagogy adopted.
- The students must be involved and participative in the classroom.

Pedagogy:

The syllabus would be involving a blend of Student seminar, Cases, Discussions; Problem based exercises, and other andragogy according to the topics and students understanding.

Syllabus:

UNIT I

Introduction to Strategic Human Resource Management , Business/Corporate plan Environmental scanning for framing business plan/strategies, Universal, Contingency, and Configurational views on Strategic Human Resource Management, Linkage with Macro business forecasting process - Factors influencing Human Resource planning, Role of Human resource in Organizations

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UNIT II

Changing Role of Human Resource Professionals, Strategic framework for VUCA environments, Human Resource Management flexibility to manage VUCA environment, Techniques for forecasting demand & Supply of Human Resource for aiding business requirements – competitive edge, Building and sustaining Organizational - Human Resource strategy, Outsourcing Strategy – issues, challenges , Downsizing & Restructuring as strategic options for better growth

UNIT III

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework

Unit IV

Retention strategies for organizational growth, Managing Diversity- Diversity as a strategic tool, Applying Balanced Scorecard to Human Resource, Determining person- organization fit & person-job fit, Employee entry & socialization, Local issues in Staffing, Career Planning Systems, Organization Culture Building

UNIT V

Social Accountability, Sustainability and Human Resource Management, Human Resource Risk Management, User needs analysis , Technology as an enabler, Internationalization: Context, Strategy, Structure and Processes, Managing an International Staff, Multi Rater Feedback Systems, Employment Relationships in different contexts , Managing Exit, Human Resource Implications in current scenario

Case Studies

Talent Poaching: How to lure a star employee to work for you. Page: 161-62. (Textbook)

A downsizing decision at the department of public works – page-286-88 (Textbook)

Dell computers (A) – Field services for corporate clients (HBS, 2007)

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Sonoco Products Co (A): Building a world class HR Organization (2005)

Sun Microsystems Page: 135 (Textbook)

Infosys (A): Strategic Human Resource Management (HBS case study, 2006)

Becton Dickinson (E): An Assessment of Strategic Human Resource Management Profiling (HBS case study, 2017)

Textbook:

- *Strategic Human Resources Planning*, 6e, Monica Belcourt, Kenneth James McBey, National Education Limited, 2015.

Reference Books:

- *Aligning Human Resources and Business Strategy*, Linda Holbeche, Routledge, 2001.
- *International Human Resource Management*, 6e, Peter Dowling, Marion Festing & Allen D. Engle, Cengage Learning, 2013.
- *Understanding and Managing Diversity: Readings Cases and Exercises*, 6e, Carol P. Harvey, M. June Allard, Pearson, 2014.

Excel classes will be conducted for the student under this subject

Links to websites and journals:

- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategichumanresources.aspx>
- <https://www.shrm.org/>
- <https://www.researchgate.net/publication/237935309> How Executive SHRM System Links t
o Firm Performance The Perspectives of Upper Echelon and Competitive Dynamics
- <http://www.publishingindia.com/jshrm/>
- <https://journals.indexcopernicus.com/search/details?id=31788>

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Evaluation Scheme:

● Class participation and attendance	05 marks
● Mid Term Exam	20 marks
● Assignment	05 marks
● Team Project Presentation	10 marks
● Term-End Exam	60 marks
Total	100 marks

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Program Name : MBA (Dual Specialization)			Semester: III		
Course: Industrial Relations & Labour Laws			Code: 06090309		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical / Group work	Tutorials	Continuous Evaluation	Term End Examination (TEE)	
40	-	-	4	40	60
Course Rationale: This course is structured to provide students with the opportunity to explore a basic theoretical approach to industrial relations with the dominant objective of the course being to develop a practical understanding of the dynamics of industrial relations in India.					
Learning Objectives: 1. To Provide conceptual framework of Industrial Relation. 2. To make students aware with the Indian Labour legislation. 3. To make students aware with the basic requirements and mandate of labour legislations. 4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.					
Learning Outcomes: 1. Student will be able to get knowledge of Industrial Relation framework. 2. Course will help student to develop competency to understand the importance of Employee Relation within the perspective of Industrial Relation. 3. Complete knowledge about relevant Laws of HR management. 4. Development of student's competency to interpreted and implements the Labour Laws within organization.					
Prerequisite(s): Knowledge of Basics of Human Resources Management					
Pedagogy: Case based analysis, group exercises, quizzes, videos, presentations and lectures					

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Syllabus:

Unit I

Aspects of Industrial Relations, Objectives & Importance of industrial Relations, Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions.

Unit 2

Collective Bargaining: Significance, types & procedure of Collective bargaining Discipline, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry. Grievance Handling in IR: Grievance Settlement Procedure, Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment.

Unit 3

The Factories Act, 1948 &
The shop & Establishment Act 1948,
The Payment of Wages Act, 1923,
The Workmen's compensation Act, 1972
The Industrial Disputes Act, 1947

Unit 4

The Payment of Minimum wages act 1936,
The Contract Labor (Abolition & regulative) act
The ESI Act, 1948,
Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

Unit 5

The payment of Bonus Act, 1965,
The payment of Gratuity Act, 1972,
The Maternity Benefit Act, 1961.

Textbook:

- Taxmann (2014) Labour Laws", Taxmann Allied Services Pvt. Ltd.

Reference Books:

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1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. MonappaArun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi, 2007.
3. Taxmann (2009) Labour Laws", Taxmann Allied Services Pvt. Ltd.
4. Sinha, P.R.N., Sinha, InduBala and Shekhar, SeemaPriyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
5. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. D. P Sahoo: Employee RELations Management - Texts and Cases (Sage Publication)

Journals:

- *The Journal of Industrial Relations-Sage Pubblicaion*
- *Industrial Relation journal- Wiley*
- *Indian Journal of Industrial Relations*

Case Study:

1. SAIL's Voluntary Retirement Scheme
2. BATA India's HR problems
3. The Indian Call Centre Journey
4. State Bank of India – The VRS Story
5. Philips India – Labor Problems at Salt Lake

Links to websites:

- [www.http://publishingindia.com/ijir](http://publishingindia.com/ijir)
- <https://onlinelibrary.wiley.com/journal>
- <https://www.jstor.org/journal/indijindurela>
- <https://www.emerald.com/>

Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Presentation 10 marks
- Term-End Exam 60 marks

Total 100 marks

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Program Name : MBA (Finance Specialization)			Semester: III		
Course: Tax Law and Planning			Code: 06120309		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work / Workshop	Tutorials/ Assignment	Continuous Evaluation	Term End Examination (TEE)	
29	10	3	4	60	
Course Rationale: Course will enable the participants to understand the Direct Tax law (viz. Income tax) environment in which the business enterprises operate their business activities in India. This course attempts to provide the conceptual framework about the various sources of income and computation of their tax liability.					
Course Objectives: The Course aims to: 1. Provide the participants a broad understanding of direct tax law as applicable in India. 2. Provide understanding of principles and law governing the indirect taxation statute in India 3. Provide practical knowledge of computation of total income, assessable value, tax liability, assessment procedures and functioning of taxation related matters					
Learning Outcomes: After completion of the course, students would be able to: 1. Understand the provision of Income Tax law as applicable in India 2. Apply their understanding about income tax in business related decisions 3. Compute the different sources of income with respect to specific heads of earning 4. Compute the total income earned and tax liability arising there on 5. Make the tax management and tax planning.					
Prerequisite(s): Working knowledge of Microsoft excel for computing total income and tax liability, and payment there of.					

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Pedagogy:

A mix of pedagogy would be adopted;

- Conceptual inputs will be given through the short lectures and problem solving method
- Wherever applicable “real life” cases will be used for providing the base for application of concepts.
- Projects/Assignments will be used for experiential learning.

Syllabus:

Unit-I: Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Tax evasion, tax avoidance, tax planning, Residential status and tax incidence of corporate entity, scope of total income, applications of knowledge for determination of residential status, and scope of taxability, income exempted from tax

[Case Study: The Vodafone Hutch Case litigated by Harish Salve]

Practical approach towards computation of income from **salaries** and **house property**.

Unit-II: Profits and gains of **business and profession:** Meaning, chargeability, Admissible expenses (section 30 to 37), inadmissible expenses, special provisions applicable to corporate entities, computation of correct profit, maintenance of books of accounts, tax auditing.

[Case Study: Shanti Bhusan vs Commissioner of Income Tax]

Income from **capital gains:** Capital assets, Transfer of capital asset, short term capital gain, long term capital gain, exemption from capital gain under section 54/54B/54EC/54F, merger & acquisitions, computation of capital gain, income from **other sources**,

Unit-III: Deductions under chapter VI-A from gross total income (Section 80C to 80U), Overview of Computation of total income of individuals & Hindu Undivided Family using Microsoft excel, Alternate Minimum Tax (AMT), Computation of total income and tax liability of companies, Payment of tax (ITNS 280), Filing of return (ITR II), Filing of return of (ITR III, IV) , Minimum Alternate Tax (MAT)

[Case Study: Shree Govindbhai Jethalal Charitable Trust]

Unit-IV:

Assessment Procedures, Provisions of Deduction of tax at source, Collection of tax at source, advanced payment of tax, and their applications, Due dates, Payment of TDS (ITNS 281) & Filing of

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return (Form 24Q, 26Q), certificate, interest, fines, income tax authorities, jurisdiction and their powers

[Case Study: ITC Ltd Case (SC)], [Bharti Cellular Ltd / Vodafone Essar Cellular Ltd]

Unit- V:

Overview of GST, General provisions, Charge of goods and service tax, Valuation of taxable goods and services, Payment, Forms, Due dates, filing of returns.

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Customs valuation Procedures, Import and Export Procedures, Baggage, Exemptions.

Textbook:

- *Systematic approach to Direct & Indirect Tax law, Dr Girish Ahuja & Dr. Ravi Gupta, Wolter & Kluwer, 40th Edition, A.Y. 2019-20*
- *Direct Taxes Law & Practice, Vinod K Singhania Kapil Singhania, Taxmann Publication, 43rd Edition, A.Y. 2019 -20*

Reference Books:

- *Income Tax Law & Accounts, Dr. H C Mehrotra & Dr. S P Goyal, Sahitya Bhawan Publications, Agra, 60th Edition A.Y. 2019-20*
- *Handbook on income tax, CA Raj K Agarwal, Bharat's Publication, 5th Edition, A.Y. 2019-20*
- *Comprehensive guide to taxation, Dr Yogendra Bangar, Dr Vandana Bangar, Bangar's Publication, A.Y. 2019-20*
- *Direct Taxes Law & Practice. Dr. Bhagwati Prasad, Wishva Prakashan, New Delhi*
- *Simplified Approach to Income Tax. Dr. Girish Ahuja & Dr. Ravi Gupta, Sahitya Bhawan Publishers & Distributors, Agra, A.Y. 2019-20*
- *Summerised notes on income tax, Mr. Sandeep kumar sahu (A.Y. 2019-20)*

Journals:

- The Chartered Accountant
- The Management Accountant
- The Chartered Secretary
- Tax Bulletin

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Links to websites:

- https://www.icaai.org/post.html?post_id=15923
- <https://incometaxindia.gov.in/pages/acts/income-tax-act.aspx>

Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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Program Name: MBA (Hospital Administration)			Semester: IV		
Course: Health Insurance and Medical Tourism			Code: 06120402		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">● Explain roles of health insurance and medical value travel in India.● Understand the role and significance of insurance regulatory authorities in India.● Understand the scope and challenges in medical value travel.					
Course Objectives: <ol style="list-style-type: none">1. To acquaint students to the concept of HI and various HI products, schemes2. To understand the scope and challenges of healthcare insurance sector3. To understand the role and functions of TPA and its regulatory authorities.					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ul style="list-style-type: none">● Understand the basic concept of health insurance its role, scope in current healthcare industry.● Know about the types, process and documentation required for claim settlement.● Scope, limitations and opportunities in medical tourism.					
Prerequisite(s): <ul style="list-style-type: none">● Basic knowledge of concept of general insurance, health insurance and related products.● Basic knowledge of TPA and types of health insurance policy.● Concept and meaning of medical tourism.					
Pedagogy: <p>Ensuring class room lectures, power point presentations, field work, field visits along with case studies.</p>					
Syllabus: Unit-I					



Introduction of Health Insurance, Principles of Health Insurance, concept of Health Insurance, current trends in Health Insurance - International and Indian scenario, life and non- life of Health Insurance schemes.

Unit-II

Role and Functions of TPA(Third Party Administrator), Process of claim settlement, challenges faced by TPA in claim settlement process and in Health Insurance sector, Opportunities for Health Insurance companies.

Unit-III

Government Health Insurance regulatory schemes, Pricing and products of health insurance available in market, CGHS, ESI, Social security measures, Ayushman Bharat Yogna, IRDA-its role, Functions, and Challenges faced by IRDA.

Unit-IV

Legal framework in Health Insurance, documentation in Health Insurance, ethical issues in Health Insurance sector, misuse or criticism of health insurance.

Unit-V

Medical value travel (MVT)- concept, need, advantages, limitations or barriers of Medical tourism, scope and challenges in Medical tourism in India

Textbook:

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.

Reference Books:

- Michelle A. Green, JoAnne C. Rowell. Understanding Health Insurance- A guide to billing and reimbursement.
- William S Stevens. Health Insurance- Current Issues and Background, Nova Science Publishers.

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- IRDA Guidelines on Health Insurance- GOI

Journals:

Knowledge and understanding of health insurance: challenges and remedies (Andrew J. Barnes & YanivHanoch *Israel Journal of Health Policy Research* volume 6, Article number: 40 (2017))

- international journals of health services
- international journals of health policy and management

Case study:

- Case for Medical Tourism in India By Prof. M. HabeebGhatala
- Designing promotional strategies for medical tourism by Santosh Kumar

Links to websites:

- <https://ijhpr.biomedcentral.com/articles/10.1186/s13584-017-0163-2>
- <https://www.journals.elsevier.com/journal-of-health-economics/recent-articles>
- <https://www.journals.elsevier.com/health-policy>
- <https://journals.sagepub.com/home/joh>
- <http://www.ijhpm.com/>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam20marks
- Assignment05marks
- Team Project Presentation 10marks
- Term-End Exam60marks

Total 100marks

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Program Name :MBA (Hospital Administration)			Semester: IV		
Course: Bio Medical Waste Management			Code: 06120403		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: <ul style="list-style-type: none">● Explain the importance of Bio Medical Waste.● Explain the role of hospital administrator towards Bio Medical Waste segregation and handling.● Develop the understanding of Bio Medical Waste Management and Handling Rules.● Explain the concept of storage and Transportation of Bio Medical Waste.					
Course Objectives: <ol style="list-style-type: none">1. To expose the students to ensure the safe handling of Bio Medical Waste.2. To cover every aspect of Bio Medical Waste Management and Handling Rules Act 1998.					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none">1. Ensuring the control of nosocomial infection in hospital.2. Student will be able to understand the governmental compliances of Bio Medical Waste.3. Know about the roles of housekeeping staff in handling Bio Medical Waste in hospital.					
Prerequisite(s): <ol style="list-style-type: none">1. Basic knowledge of clinical, supportive, ancillary services of hospital.2. Basic guidelines for Bio Medical Waste Management and Handling Rules.					
Pedagogy:					

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Ensuring class room lectures, power point presentations, field work along with case studies.

Syllabus:

Unit-I

Definition and meaning Biomedical Waste, sources and types of Biomedical Waste,

Unit-II

BMW – Segregation, collection, storage, transportation, disposal, Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste

Unit-III

BMW Management & methods of disinfection, Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices)- Dosimeter, HIV Protective measures and management protocols.

Unit-IV

Hand washing methods, techniques need and importance

Unit-V

Control of Hospital Acquired infections Control of hospital acquired infection, Types of infection, Purpose, Common Nosocomial infection and their Causative Agents-Prevention of hospital acquired infection Role of ICC - Monitoring and control or cross infection-Staff Health Patient Safety

Textbook:

- Sakharkar B.M., Principles of Hospital Administration and Planning 2nd edition.

Reference Books:

- Hospital Core Services: Hospital administration in 21st century Vol 1 Kumar R, S.L. Goel

Journals:

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- Hospital administration journals

Links to websites:

- (<https://academic.oup.com/heapol>)
- (<https://www.mdlinx.com/hospital-administration/journals.cfm>)
- <http://hospital-medical-management.imedpub.com/>
- <http://jhmp.amegroups.com/>
- <http://www.ahaindia.org/journal>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

Program Name : MBA (Dual Specialization)

Semester: IV

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Course: CUSTOMER RELATIONSHIP MANAGEMENT			Code: 06120406		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
Course Rationale: CRM as a strategy and Technology promises a fully integrated, sense and respond framework for supporting one-to-one customer relationships. This course is based on the optimism that there is so much more value that can be delivered and captured by adopting a CRM approach to business.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To understand the concepts & framework in CRM. 2. To apply tools & techniques relevant to CRM 3. To design CRM Strategies based on customer data/information. 					
Learning Outcomes: After completion of the course, students would be able to					
<ol style="list-style-type: none"> 1. Distinguish between Marketing CRM, Operational CRM, and Analytical CRM 2. Formulate the strategies for comparative advantages leading vendors of CRM technology 3. Develop a CRM programme for any business need 					
Prerequisite(s): The students should be equipped with the basic terms used in CRM along with the background knowledge of various modes of communication in CRM.					
Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz					
<p>Unit - I Conceptual Foundation of CRM, Customer Life cycle Management, Concept of Customer loyalty, Building CRM Frameworks: Methods build customer loyalty, Introducing and Measuring customer lifetime value</p> <p>Unit - II CRM in Services Industry: Relevance of CRM in Service industry, Measures to achieve customer loyalty in service, CRM in B2B Industry: Relevance of CRM in B2B industry, Measures to achieve customer loyalty in B2B, CRM - Key Account Management : Define Key Account, Nurturing key Accounts, Managing Key Accounts</p> <p>Unit - III E-CRM Solutions: Technologies and tools of CRM, Loyalty Programs: Evolution of Loyalty Programmes, Linking loyalty to profits, Customer Contact Centers: Role of Contact centers in CRM, Managing contact centers</p> <p>Unit - IV Challenges in CRM Implementation: Technology challenges, Organizational challenges , ROI From</p>					

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CRM: Cost of CRM, Financial Analysis of CRM initiatives, What Doesn't Work in CRM: Fail points in CRM, Measures to ensure CRM success, CRM in the Digital world, Customer experience management, Customer life cycle management.

Unit - V

Hands- on training on CRM (Sales force/ Microsoft dynamics/ SAP CRM)

Textbook:

- Francis Buttle and Stan MakIan, 3rd Edition. *Customer Relationship Management: Concepts & Technologies*
- Don Peppers & Martha Rogers. *Managing Customer Relationships: A Strategic framework*

Reference Books:

- *Customer Relationship Management- A Strategic Perspective*, Jagdish Seth, Shainesh Kumar, Laxmi Publications 2007
- *Customers for Life*, Jagdish Seth and Andrew Sobel, Simon and Schuster
- Francis Buttle and Stan MakIan, *Customer Relationship Management: Concepts & Technologies*
- *Customer Relationship Management: Emerging Concepts, Tools & Applications* - Sheth & Parvatiyar

*All books should be of latest edition

Journals:

-

Links to websites:

-

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total

100marks

Cases: The Faculty shall discuss at least one case per unit.

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Course: PRODUCT AND BRAND MANAGEMENT			Code: 06120408		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale:					
The course is designed so that students get a practical application context of product and branding, so that the rigorous of creating a product and brand idea in today's world is clear to them.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To provide a holistic understanding of 'what is a product & brand' 2. To understand the process of new product development. 3. To end the trajectory of brand models with culture mapping and building Iconic brands. 					
Learning Outcomes: After completion of the course the student will be able to					
<ol style="list-style-type: none"> 1. Simulate new products catering the needs of the customers. 2. Interpret the concept of brand equity. 3. Propose the brand plans and IMC – Integrated Marketing Communication. 4. Evaluate the brand strategies of extensions vs. house of brands. 					
Prerequisite(s):					
The student should have studied the course of Marketing Management.					
Andragogy: Student's Seminar, Student's Interactive Session, Case Studies					
Syllabus:					
Unit I					
Introduction to Product Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process.					
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,					

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Unit II

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. New Product Development and Product Patenting.

UNIT-III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer-based brand equity; internal branding, 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,

UNIT-IV

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, Developing a Brand Equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: measuring outcomes of brand equity; capturing market performance , Sensory branding-Barista

UNIT-V

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 , Brand Purpose & Experience: Introduction, 3E's, Digital Brand experiences, Six A's of Brand engagement, The ABC of Behavior change.

Textbook:

1. Keller, Kevin Lane; **Strategic brand Management**; Pearson Education; New Delhi
2. Chitale A.K. & Gupta R. , **Product Policy and Brand Management**, PHI Learning

Reference Books:

1. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
2. Lehman, D.R. and Winer, R.S., **Product Management**, TMH
3. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
4. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi

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6.	Clifton, Rita & Simmons, John; Brands and Branding ; The Economist; Delhi
•	All the books shall be of latest edition
Journals:	
•	Journal of Brand Management
•	Journal of Product and Brand Management
Links to websites:	
Evaluation Scheme:	
•	Class participation and attendance: 05marks
•	Mid Term Exam 20 marks
•	Assignment 05marks
•	Team Project Presentation 10 marks
•	Term-End Exam 60 marks
Total	100 marks
CASES: The faculty should discuss at least one case per unit	

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Program Name : MBA (Dual Specialization)			Semester: IV		
Course: Organizational Change & Development			Code: 06120416		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical / Group work	Tutorials	Case Studies	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

Course Rationale:

In the past, managers aimed for success in a relatively stable and predictable world. In the hyper turbulent environment of the twenty-first century, however, managers are confronting an accelerating rate of change. OC&D aimed at improving organizational effectiveness by increasing use of human resources. OC&D provides a set of methodologies for systematically bringing about high-performing organizations.

Learning Outcomes:

1. To understand the need for change in the organizations.
2. Comprehend various OD interventions.
3. To recommend appropriate OD interventions in an organization.

Prerequisite(s):

Knowledge of Business Environment, HRD and HRM.

Pedagogy: Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

Syllabus:

Unit I

Organizational Change - meaning, nature, types; theories of planned change; Historical overview of OD, Organizational Development - nature and characteristics; Values assumptions and beliefs in OD.

Unit II

Organizational Diagnosis, An overview of OD Interventions - T-group - sensitivity training, process consultation, team building; coaching and mentoring, and role focused interventions. Third party interventions, Comprehensive OD interventions.

Unit III

Organizational confrontation meeting, Structural Interventions – Self managed teams, work redesign, QWL projects, TQM, High involvement and high performance work culture (HPWC), organizational transformation.

Unit IV

Organization Culture, The OD Consultant: Role, Skills and Dilemmas, Issues in consultant – Client relationship, Power, Politics and OD.

Unit V



Organizational development in global context, success & failures of organizational development, Changing environment, **The Future of OD – Leadership - Mergers, Acquisitions, Alliances, - Rediscovering.**

Textbook:

French, Wendell L & Bell, Cecil. (1999). *Organization Development: Behavioral Science Interventions for Organization Development*. (6th ed). Prentice Hall.

Reference Books:

1. Cummings, Thomas G. & Worley, Christopher G. *Organization Development and Change*. Thomson Learning.
2. *Organization Development and Transformation*. Tata McGraw Hill Education.
3. Ramnarayan S., Rao, T.V. & Singh, Kuldeep. *Organization Development Interventions and Strategies*. Response Books.
4. Chowdhury, Subir. *Organization 2IC*. Pearson Education.
5. Srivastava. *Organization Design and Development: Concepts and Applications*. Wiley.
6. Singh, Kavita. *Organization Change and Development*. Excel Books.

Journals:

- *Leadership & Organization Development Journal*

Case Study:

1. Taking on global challenges with the help of OD, pg 10-11.
2. OD values in an Indian Pharma company, Chapter 3, pg 42-43.
3. Action research in OD, pg 91-92.
4. ECC construction co. OD example, pg 96-97.

Links to websites:

- <https://www.odnetwork.org/page/hottopiclinks>

Evaluation Scheme:

● Class participation and attendance	05 marks
● Mid Term Exam	20 marks
● Assignment	05 marks
● Presentation	10 marks
● Term-End Exam	60 marks
Total	100 marks

Session Plan:

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Program Name : MBA (Dual Specialization)			Semester: IV		
Course: Social Psychology			Code: 06120415		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical / Group work	Tutorials	C	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

Course Rationale:
 Social psychologists investigate how we view ourselves and others, how we interact with others, how we influence others, and how we act when we are part of a group. You encounter social psychology in your day-to-day life, and a textbook on social psychology should reflect that. This course aims to enhance learning of social psychological theories and concepts.

Learning Outcomes:

1. Define social psychological concepts.
2. To apply social psychology to social issues like gender, intergroup conflicts, etc.
3. Analyze skills pertaining to mapping of social reality and social situations.

Prerequisite(s):
 Knowledge of Organizational Behaviour, Human Resources Management

Pedagogy: Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

Syllabus:

Unit I
 Social Psychology: Definition, Nature and Background, Social psychology and human values, Theories of social psychology, Social Perception: Non-Verbal Communication,

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Unit II

Theories of Attribution – David’s theory of correspondent inference, Kelly’s co-variation theory, sources of error in Attribution, Impression formation and impression management.

Unit III

Social Identity: Self Concept, Self presentation, Self knowledge, personal identity vs. social identity, Social comparison, Self-esteem, Self-efficacy, Self-monitoring and self focusing.

Unit IV

Social Influence - Culture and Gender, Independent VS. Interdependent Cultures, Power Distance, Uncertainty Avoidance, Cultural Dimensions, Masculinity VS. Femininity, Long-Term VS. Short-Term Orientation.

Unit V

Conformity, Compliance and Obedience, Prosocial behaviour, Aggression, Causes of aggression, Groups and Individuals.

Textbook:

Branscombe, Nyla R. & Baron, Robert A, *Social Psychology*. (14th ed). Pearson.

Reference Books:

1. Myers, Sahajpal & Behera. *Social Psychology* (10th ed.). Tata Mc Graw Hill.
2. S.C. Tailor, L.A. Peplau and D.O. Sears, *Social Psychology*, 12th ed, Pearson.
3. Howitt, *Social Psychology: Conflicts & Continuities*, Tata Mc Graw Hill
4. Baron, R. A., Byrne, D., & Bhardwaj, G. (2010). *Social psychology* (12th Ed.). New Delhi, India: Pearson
5. Baumeister, *Fundamentals of Social Psychology*, Cengage Learning

Journals:

- *Journal of Social Psychology*
- *Personality and Social psychology*
- *Journal of applied Social Psychology*

Case Study:

1. Crowd funding - A New type of social behavior, pg 355
2. Downside of Conformity, pg 301.
3. Why some people conclude they are superior to others, pg 107.
4. The importance of being treated with respect, pg 435.

Links to websites:

- <https://journals.sagepub.com/home/spq>
- <https://nptel.ac.in/content/storage2/courses/109101015/downloads/Lecture%20Notes/Lec9-Social Attribution.pdf>

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Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Presentation	10 marks
• Term-End Exam	60 marks
Total	100 marks

Session Plan:

Program Name : MBA-HR			Semester: IV		
Course: Performance & Compensation Management			Code: 06120414		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Prac tical/ Group work	Tutorials	Continu ous Evaluati on	Term End Examination (TEE)	
40	-	-	4	40	60

Course Rationale: Compensation Management course is been design to inculcate the fundamentals of Compensation and application of these fundamentals of Compensation in any organization for managing people in effective manner. This course will also guide students to study the role of various inter-industry, intra-industry factors to design compensation and will also guide to study the role of statutory bodies for the same. This course is also aiming to teach students about Non-monetary compensation to boost morale of employees.

Course Objectives:

1. To understand the various dimensions of Performnce & Compensation Management.
2. To understand the applicability of Performance Management System in organization.
3. To understand the role of various bodies involved in Compensation Management.
4. To understand the role of Non-monetary aspects of Compensation.

Learning Outcomes:

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After completion of the course, students would be able to:

1. Design the relevant Performance appraisal methods to manage employees in organizations.
2. Apply the Performance based compensation strategy in organizations.
3. Design relevant rational contemporary compensation systems in modern organizations.
4. Design appropriate non-monetary components of Compensation.

Prerequisite(s):

- The students must have studied Human Resource Management as a core subject.
- The students must be ready to participate in different pedagogy adopted.
- The students must be participative.

Pedagogy:

The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.

Syllabus:

UNIT-I : Performance Management System

Introduction to Performance Management, New Trends in Performance Management, Process of Performance Management, Comparative and Absolute methods of Performance Management, 360 Degree appraisal, BARS, .

Assignment: Designing Performance Appraisal method of given Job in given Organization.

UNIT-II: Pay for Performance

Designing Job Evaluations, Performance assessment- issues and errors, Reviewing performance, Linking Performance with Compensation- Short term incentives, Long term incentives, Benefits, Benchmarking.

Assignment: Evaluating given Job with application of suitable Job Evaluation methods.

UNIT-III: Compensation and Compliance

Workmen Compensation Act 1923, Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965, Equal Pay Act 1963, Role of Wage Boards in Compensation.

Assignment: Study and Presentation of latest Minimum Wages and Daily Wages Reports in India from Labour Bureau, Govt. of India.

UNIT-IV: TIME-OFFICE FUNCTIONS & PROCEDURES

Introduction to Time –Office Functions: Meaning, Importance, and Role of Time-Office function in organization, operations involving in Attendance management, Leave management, managing data

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for labour laws such as accident register, lime wash register, deduction register, damage register, fine register etc.

Assignment: Create template for various Time-Office operations.

UNIT-V: NON-MONETARY REWARDS

Value to Employees, Value to Employers, Different aspects of Non-Monetary rewards, Recognition, Learn and Grow, Flexibility, Creating work-life settings, Role of various statutory bodies in Compensation Management.

Assignment: Figuring out and Ranking of various Non-Monetary Rewards for different Level in Organization.

Textbook:

- Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill, 9th Edition.
- *Performance Management*, 3e, Herman Aguinis, Pearson, 2013
- Henderson, R.O., **Compensation Management**, Pearson Education, 13th Edition.

Reference Books:

- *Performance Management*, Bagchi, S.N. Cengage, 2011
- *Performance Management- Strategies. Interventions. Drivers (eastern economy edition)* Srinivas R. Kandula, PHI 2014
- Martocchio, J.J., **Strategic Compensation**, Pearson Education, 9th Edition.
- Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK, 4th Edition.
- Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi, 2nd Edition.

Journals:

- Human Resource Management Review
- Compensation & Benefits Review

Case Studies:

- Compensation at Tata Consultancy.
- A Case Study on ESOP of United Airlines
- Liberalisation and Abolition of Wage Boards: Supreme Court Defies the Tilt, By Sophy K.J, <https://doi.org/10.1177/2277401720150109>
- Flexible Compensation and Benefits – Why Variety will rule and how to leverage it, HBS

Links to websites:

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- [https://prsindia.org/sites/default/files/The%20Employees%20Compensation%20\(Amendment\)%20Act,%202017.pdf](https://prsindia.org/sites/default/files/The%20Employees%20Compensation%20(Amendment)%20Act,%202017.pdf)
- <https://labour.gov.in/sites/default/files/EC%20Act.pdf>

Evaluation Scheme:

- Class participation and attendance **05**marks
 - Mid Term Exam **20**marks
 - Assignment **05**marks
 - Team Project Presentation **10**marks
 - Term-End Exam **60**marks
- Total **100**marks**

Program Name : MBA-HR			Semester: IV		
Course: Competency Based Training & Development			Code: 06120413		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Continuous Evaluation	Term End Examination (TEE)	
40	-	-	4	40	60

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Course Rationale:

This course of Competency Mapping will provide the students an understanding of competency based training by the way of equipping them with the techniques of identifying and defining the competencies. It will also teach students mapping competencies according to organization, project, role and function of jobs through practical assignments. This course is also designed to make the students ready for application of training to develop human resources according to changing demands of organizations.

Course Objectives:

1. To understand the concepts and basic fundamentals of Training, Competency , and Competency Profiling.
2. To understand Competency based HR Practices.
3. To understand the role of Training for changing scenarios and for organizational development.

Learning Outcomes:

After completion of the course, students would be able to:

1. Identify various competences at various levels (Business level, Team level, Individual Role level).
2. Design appropriate techniques of training suitable for different groups and organization.
3. Evaluate the effectiveness of the Training Program.
4. Develop Competencies for job positions.

Prerequisite(s):

- The students must be familiar with the basic knowledge of Training and Development.
- The students must be familiar with the basic knowledge of Emotional Intelligence.
- The students must be ready to participate in different pedagogy adopted.
- The students must be participative.

Pedagogy:

The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.

Syllabus:

Unit I: Training

Role of Training in changing organizations, Aligning training with organizational strategy, Future

trends in training, The TNA model, Designing Training Programme, E-Training methods and implementation.

Assignment: Designing Training for given employee group according to organizational

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strategy.

Unit II: Developing HR

Identifying Development centres, Differentiate Assessment Centres and Development Centres,

Models of Training Evaluation, Integrating Structure, Strategy and Technology, Management

Development Implications, Training for Executive Development.

Assignment: Evaluating Training effectiveness by applying a suitable model.

Unit III: Competency – Concept, Meaning, Types/Classification and usage of competencies at Organizational level (Core competencies), Business competencies (SBU specific), Team competencies (project level), Role competencies (Role wise), Relevance of Competencies in modern organizations.

Assignment: Listing relevant Competencies according to Different Roles in Organization.

Unit IV: Competency Mapping – Meaning, purpose and Benefits, Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests (Occupational Personality test, by Savile & Holdworth Ltd, 1984 and Myers Briggs Type Indicator (MBTI)r), Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages.

Assignment: Applying Myers Briggs Type Indicator (MBTI)r and defining Personality type.

Unit V : Competency Models – Steps in Developing a valid competency model-Understanding job positions, data collection instruments for job descriptions, preparing job descriptions, design and implementing competency model.

Assignment: Implementing Competency Model for a specific Job.

Textbook:

- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd 2007.
- *Effective Training: Systems, Strategies and Practices*, 5e, P. Nick Blanchard, James W. Thacker, Pearson Education, 2012.

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Reference Books:

- Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.
- Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi .
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal, 2013.
- *Employee Training & Development*, 7e, Raymond Andrew Noe, McGraw-Hill, 2016.
- *Training & Development*, B. Janakiram, Dreamtech Press, 2017.

Journals:

- International Journal of Training & Development
- Training and Development Journal

Case Studies:

- IT- Supported Competence Management at Ericsson.
- Competency Mapping at 'The Kolkata Glory'
- The Fall of Quest; <http://www.nwlink.com/~donclark/hrd/case/caseqest.html>
- When everything isn't half enough # R00213-PDF-ENG, Published 2000, HBS

Evaluation Scheme:

- | | |
|--------------------------------------|-----------------|
| ● Class participation and attendance | 05marks |
| ● Mid Term Exam | 20marks |
| ● Assignment | 05marks |
| ● Team Project Presentation | 10marks |
| ● Term-End Exam | 60marks |
| Total | 100marks |

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Program Name : MBA (Dual Specialization)			Semester: IV		
Course: Corporate Restructuring, Mergers And Acquisitions			Code: 06120409		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Prac tical/ Group work	Tutorials	C o n t i n u o u s E v a l u a t i o n	Continu ous Evaluati on	Term End Examination (TEE)
40	-	-	4	40	60

Course Rationale:

The course is essentially an amalgam of Mergers & Acquisitions and Corporate Restructuring. All major elements of the acquisition process will be discussed in the context of a logical process. The course will involve the application of what the participant may have learned in such courses as Finance, Accounting, Business law, Micro and Macroeconomics, Management, Negotiation, new ventures, entrepreneurship, Strategic planning, human resource management, risk management, financial modeling, and business policy/organization.

This course examines the process by which business takeovers and other corporate control transactions take place and the role of restructuring and shifts in resource allocation by corporations. A major focus of the course will be on valuation of, and accounting for, Mergers & Acquisitions. Also, of particular interest will be the examination of economic and capital market reactions to control transactions and to defensive measures by management against takeover bids. A limited range of cases on mergers and acquisitions will be presented and discussed.

Learning Outcomes:

After completion of the course, students would be able to:

1. Interpret the rationale for the process of Corporate restructuring through mergers & acquisitions and other techniques in M & A;
2. analyze a merger and various tactics adopted by corporates;
3. justify corporate restructuring methodologies and alternative ways of existing businesses;

Prerequisite(s):

- Corporate Finance;
- Financial Modeling in Excel

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Pedagogy:

The course requires a thorough preparation on the part of the students. Students are expected to go through all the reading prescribed before every class and make a meaningful contribution through active class participation. The combination of lectures, readings, discussion on Case Studies and articles and problem solving will help participants develop knowledge and maturity of judgment with respect to M&A decisions. The class room session is mostly a hands-on session.

Syllabus:

UNIT 1: Introductions to Mergers

Merger, Types of Mergers, Motives and justification for mergers & acquisitions, Diversification and Other Economic Motives, internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

UNIT 2: Corporate Restructuring

Significance, forms of restructuring; joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs (MBO), Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP, Demerger, strategic alliance, buyback of shares.

UNIT 3: Merger Process

Dynamics of M&A process: identification of targets, negotiation, closing the deal. Five-stage model. Due diligence: Types, due diligence strategy and process, due diligence challenges. Process of merger integration, organizational and human aspects, managerial challenges of M & A.

UNIT 4: Methods of financing mergers

Cash offer, share exchange ratio, mergers as a capital budgeting decision. Synergies from M&A: Operating and Financial Synergy. Accounting for amalgamation: amalgamation in the nature of merger and amalgamation in the nature of purchase, pooling of interest method, purchase method, procedure laid down under Indian companies act of 2013.

UNIT 5: Takeovers

Types, takeover strategies, Takeover defenses, financial defensive measures, methods of resistance, anti-takeover amendments, poison pills. Legal aspects of Mergers/amalgamations and acquisitions/takeovers, Combination and Competition Act, Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Textbook:

- *Mergers, Acquisitions, and Other Restructuring Activities*, Academic Press, 9e, Donald M. De Pamphilis [DDP], Academic Press, 2017.
- *An Introduction to Investment Banking, Private Equity and Hedge Funds*, Stowell, David P. [DS], Academic Press, 2010.

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- *Mergers, Restructuring and Corporate Control*, J. Fred Weston, Kwang S. Chung, Susan E. Hoag, 1990, PHI Learning Private Limited;
- *Valuation for Mergers, Buyouts and Restructuring*, Enrique R. Arzac, 2e, Wiley, 2008;
- *Mergers, Acquisitions and Corporate Restructurings*, Patrick A. Gaughan, 7e, Wiley, 2018;
- *Master Guide to Mergers & Acquisitions in India, Tax & Regulatory*, EY India, 2016;
- *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*, Rosenbaum, Joshua & Pearl, Joshua, Wiley, 2009;
- *Investment Banking: Concepts, Analysis and Cases*, Subramanyam, Pratap G., McGraw Hill, 2008.
- *The Business of Investment Banking: A comprehensive overview*, Liaw, Thomas K. John Wiley & Sons, Inc, 2006.

Evaluation Scheme:

● Class participation and attendance	05 marks
● Mid Term Exam	20 marks
● Assignment	05 marks
● Team Project/Presentation	10 marks
● Term-End Exam	60 marks
Total	100 marks

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