

NOIDA INTERNATIONAL UNIVERSITY



SCHOOL OF BUSINESS MANAGEMENT

PROGRAMME STRUCTURE & SYLLABUS

of

Master of Business Administration (Hospital and Health Management)

(Two Year Full Time Programme)

(For the Academic Year 2022-23)

**MBA (HHM) –Programme Structure
(Academic Year 2022-23)**

SEMESTER - I

SUBJECT	Periods			EVALUATION SCHEME					Struct ure Code	CREDIT
	INTERNAL			ESE	T O T A L	TOTAL	TOTAL			
	L	T	P					MT		
Fundamentals of Accounting & Finance	0	0	0	0	0	0	0	0	FC	0
Fundamentals of Business Mathematics	0	0	0	0	0	0	0	0	FC	0
Management Concepts & Organizational Behavior	3	0	0	20	20	40	60	100	CC	3
Managerial Economics	3	0	0	20	20	40	60	100	CC	3
Accounting for Managers	3	0	0	20	20	40	60	100	CC	3
Business Communication	2	0	2	20	20	40	60	100	CC	3
Business Statistics	3	0	0	20	20	40	60	100	CC	3
Marketing Management	3	0	0	20	20	40	60	100	CC	3
Computer Application for Business	2	0	2	20	20	40	60	100	CC	3
IT Skills Lab	0	0	4	0	40	40	60	100	AEC	2
Medical Terminology and Medical Records	3	0	0	0	40	40	60	100	CC	3
TOTAL								900		26

SEMESTER – II

SUBJECT	Periods			EVALUATION SCHEME					Stru cture code	CREDIT
	INTERNAL			ESE	TOTA L	TOTAL	TOTAL			
	L	T	P					M T		
Financial Management	3	0	0	20	20	40	60	100	CC	3
International Business Environment	3	0	0	20	20	40	60	100	CC	3
Human Resource Management	3	0	0	20	20	40	60	100	CC	3
Production & Operation Management	3	0	0	20	20	40	60	100	CC	3

Business Research Method	3	0	0	20	20	40	60	100	CC	3
Healthcare Administration and Biomedical Waste Management	3	0	0	0	40	40	60	100	CC	3
Healthcare Economics	3	0	0	0	40	40	60	100	CC	3
Industry Analysis Report	0	0	0	0	40	40	60	100	AE C (NT CC)	4
TOTAL								800		25

SEMESTER - III

SUBJECT	EVALUATION SCHEME									
	Periods			INTERNAL			ESE	TO T AL	Structure Code	CREDIT
	L	T	P	MT	TA	TOTAL				
Strategic Management	4	0	0	20	20	40	60	100	CC	4
Legal Aspects of Business	3	0	0	20	20	40	60	100	CC	3
Quality Management & Accreditation in Hospitals	3	0	0	20	20	40	60	100	CC	3
Specialization Group 1-ELECTIVE 1*	3	0	0	20	20	40	60	100	SEC	3
Specialization Group 1-ELECTIVE 2*	3	0	0	20	20	40	60	100	SEC	3
Specialization Group 1-ELECTIVE 3*	3	0	0	20	20	40	60	100	SEC	3
Specialization Group 1-ELECTIVE 4*	3	0	0	20	20	40	60	100	SEC	3
Summer Internship Project (Hospital/ Healthcare Industry)	0	0	0	0	40	40	60	100	AEC (NTCC)	4
TOTAL								800		26

Note: Students may choose any 4 electives from Specialization Group 1 Courses.

SEMESTER – IV

SUBJECT	EVALUATION SCHEME									
	Periods			INTERNAL			ESE	TOTAL	Structure Code	CREDIT
	L	T	P	MT	TA	TOTAL				
Entrepreneurship Development	3	0	2	20	20	40	60	100	CC	4
Digital Marketing & E-Commerce	3	0	0	20	20	40	60	100	GE	3
Specialization Group 2-ELECTIVE 5*	3	0	0	20	20	40	60	100	SEC	3

Specialization Group 2 - ELECTIVE 6*	3	0	0	20	20	40	60	100	SEC	3
Specialization Group 2 - ELECTIVE 7*	3	0	0	20	20	40	60	100	SEC	3
Specialization Group 2 - ELECTIVE 8*	0	0	4	20	20	40	60	100	SEC	3
Dissertation & Viva Voce	0	0	0	0	40	40	60	100	AEC (NTCC)	6
TOTAL								700		25

Note: Students may choose any 4 electives from Specialization Group 2 Courses.

TABLE: SPECIALIZATION ELECTIVE COURSES

Functional Area	Elective Courses
Hospital and Health Management: Group 1	Materials Management in Healthcare
	Legal Aspects of Healthcare
	Hospital and Healthcare Information Management
	Marketing of Healthcare Services
	Concepts of Epidemiology
	Management of Disease Control
Hospital and Health Management: Group 2	Healthcare Policies and Regulations
	Community Health and Hospital Safety & Risk Management
	Disaster Management
	Health Insurance and Medical Tourism
	Operations Management in Hospitals
	Entrepreneurship and Consulting in Healthcare

MBA (HHM)
Detailed Syllabus
(Academic Year 2022-23)

**MBA (HHM)-1st Year
SEMESTER –I**

FUNDAMENTALS OF ACCOUNTING AND FINANCE

Course Name: Fundamentals of Accounting and Finance	Course Credit: NIL
Course Code: FC1 (Foundation Course)	Course Contact Hours: 10

Course Description: This bridge course intends to provide basic understanding of accounting concepts and theories. This course enables the study of basic accounts and applying them to business theory in general. This will help non-commerce students to have a basic understanding of the accounting concepts before their regular classes begin.

Course Objectives:

- To provide the accounting foundations necessary for business and management.
- To bring non-commerce students at par with those who had studied accounts .

Course Content:

1. Introduction: Meaning, Definition, Features, Scope & Objectives of Accounting, Basic Terminology of Accounting.
2. Books of Original Entry: Journal and Subsidiary books, Ledger and Trial Balance
3. Reconciliation Statement: Errors and their rectification, Bank Reconciliation Statement.
4. Trial Balance and Final Accounts: Classification of Capital and Revenue Transactions, Final Accounts with Adjustments and Adjusted Trial Balance.
5. Depreciation & Accounts of NPO: Depreciation Accounting & Accounts of Non-Profit Organization & Professional People

Course Outcomes (COs):

- CO1. Introduce basic accounting concepts, conventions and equations.
CO2. Prepare the students with the non-commerce background to attain proficiency in Accountancy.
CO3. Develop understanding about the foundations of Debit and Credit rules
CO4. Create a strong foundation to apply concepts of accountancy in business.

Assessment Method: NA

Suggested Readings:

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas)
- 2) Singh, Jain & Gupta- Accounting for Managers (PHI)

**MBA (HHM)-1st Year
SEMESTER –I**

FUNDAMENTALS OF BUSINESS MATHEMATICS

Course Name: Fundamentals of Business Mathematics	Course Credit: NIL
Course Code: FC2 (Foundation Course)	Course Contact Hours: 10

Course Description: This bridge course intends to provide basic understanding of business mathematics. This will help students from non-mathematics background to have a basic understanding of the business mathematics before their regular classes begin.

Course Objectives:

- To provide the business mathematics foundations necessary for business and management
- To bring non-mathematics students at par with those who had studied mathematics.

Course Content:

1. Introduction: Introduction to Mathematics and Statistics, Mathematics and you, Ratio and proportion, Percentage, Profit and Loss, Partnership and Discount.
2. Functions: Arithmetic and Geometric Progression, Functions: constant function, linear function, demand and supply function, total revenue function, total cost and profit function and their applications.
3. Descriptive Statistics: Introduction, Frequency Tables, Histograms, Measures of Central Tendency: Mean and Median, Measures of Dispersion: Variance and Standard deviation.
4. Basic Probability: Introduction, Sample space and events, Axioms of Probability and simple examples

Course Outcomes (COs):

CO1. Introduce basic concepts of mathematics required for management students.

CO2. Prepare the students with the non-mathematics background to attain proficiency in Business Mathematics.

CO3. Create a strong foundation to apply concepts of mathematics and statistics in business.

Assessment Method: NA

Suggested Readings:

- 1) B Aggarwal- Business Mathematics & Statistics, Ane Book Pvt. Limited
- 2) A P Verma- Business Mathematics, Asian Books Pvt. Limited.
- 3) Martin Anthony and Norman Biggs-Mathematics for Economics and Finance Methods and Modelling, Cambridge University Press

**MBA (HHM)-1st Year
SEMESTER –I**

MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR

Course Description: This course provides basic understanding of the concepts and theories of organization behavior. It enables students to understand how managers should behave to motivate and control employees.

Course Objectives:

- To help the students understand the concepts of organizational behavior.
- To apply the concepts of management and organizational behaviors in real world situations.
- To familiarize the students with the contemporary issues in management.
- To develop managerial and leadership skills among students

Course Content:

Unit -I:

Fundamentals of Management: Introduction, Nature, Scope and Significance of Management; Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment. Functions of Management: Planning- Objective of planning, planning process, Types of planning, Types of plans, Management by Objective, Decision-making; Organizing & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. Directing & Controlling- Principle of directing, Essence of coordination, Different control techniques, Management by exception.

Unit -II:

Fundamentals of OB: Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude.

Unit -III:

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.

Unit -IV:

Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories.

Unit -V:

Conflict Management: Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.

Course Outcomes (COs):

CO1. Understand theories about how managers should behave to motivate and control employees.

CO2. Build people and leadership skills essential for managerial success.

CO3. Analyse causes of conflict and outline conflict management strategies that managers can use to resolve organizational conflict effectively.

CO4. Explain group and team dynamics leading to organizational effectiveness

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition,2008) L. M. Prasad- Principles and Practices of Management, Sultan Chand & Sons, 7th edition, 2007.
- 2) Stephen P. Robbins, —Organizational Behaviour, 12th Edition, Prentice Hall
- 3) Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
- 4) Aswathappa K, —Organizational Behaviour (Text, Cases and Games), Himalaya Publication

**MBA(HHM)-1st Year
SEMESTER –I**

MANAGERIAL ECONOMICS

Course Description: Students will develop an understanding of the modern managerial decision rules and optimization techniques. They will be equipped with the tools necessary in analysis of consumer behaviour as well as in forecasting product demand.

Course Objectives:

- To understand the importance of Managerial Economics in management and businesses.
- To understand the tools necessary in analysis of consumer behaviour as well as in forecasting product demand.
- To apply the principles of managerial economics in achieving business objectives.
- To understand and be able to apply latest pricing strategies.

Course Content:

Unit –I

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics; Managerial Economics and its relevance in business decisions; Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle. Utility Analysis-Cardinal Utility and Ordinal Utility

Unit –II

Demand Analysis: Theory of Demand-Law of Demand, Exceptions to the law of Demand, Types of Demand, Determinants of demand, Demand Function, Demand Schedule, Demand curve, Shifts in demand curve, Elasticity of Demand and its measurement; Price Elasticity; Income Elasticity; Arc Elasticity; Cross Elasticity and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making;

Demand forecasting- Meaning, significance and methods (Numerical Exercises)

Unit -III:

Supply Analysis: Law of Supply; Supply Elasticity, and its uses for managerial decision making; Market Equilibrium-Price of a Product under demand and supply forces

Unit –IV

Production and Cost Analysis: Production concepts, Production function, Types of production function-Laws of production and Law of returns to scale; Cost concepts, Types of costs, Cost-output relationship in the short-run, and Cost output relationship in the Long-run; Estimation of Revenue-Average Revenue, Marginal Revenue and Total Revenue

Unit –V

Market structures: Perfect and Imperfect Market Structures; Perfect Competition- Features, Determination of price under perfect competition; Monopoly- Feature, Pricing under monopoly, Price

Discrimination; Monopolistic Competition- Features, Pricing under monopolistic competition; Product differentiation; Oligopoly- Features, Kinked demand curve, Cartels, Price Leadership.

Course Outcomes (COs):

CO1. Understand the law of demand & supply & their elasticities, evaluate & analyze these concepts and apply them in various changing situations in industry.

CO2. Evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.

CO3. Analyze the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

CO4. Apply various techniques to forecast demand for better utilization of resources.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Managerial Economics: Concepts and Applications (SIE), Thomas& Maurice, McGraw-Hill Education, 9th Ed
- 2) Managerial Economics, H. L Ahuja, S. Chand, 8th Ed
- 3) Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed
- 4) Managerial Economics – Theory and Applications, Dr.D.M. Mithani, Himalaya Publications, 7th Ed

**MBA (HHM)-1st Year
SEMESTER –I**

ACCOUNTING FOR MANAGERS

Course Description: This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.

Course Objectives:

- To understand the fundamentals, basic theory and concepts of financial accounting.
- To know about various Accounting Standards used in preparation of financial statements.
- To understand of preparation, presentation and analysis of financial statements.
- To acquaint with current trends and social responsibility accounting.

Course Content:

Unit -I:

Introduction to Financial Accounting: Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation (straight line and diminishing method). Nature of Accounting, Branches of Accounting, Types of ownership- Capital Structure, Accounting Cycle, Double entry system of Accounting, journalizing of transactions; Ledger posting and Trial Balance.

Unit -II:

Accounting Standards: Accounting Standards- GAAP & IFRS, International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards,

Unit -III:

Preparation of Financial Statement: Preparation of final accounts (Profit & Loss Account and Balance Sheet) according to companies act 2013 (vertical format). Accounting for Dividend and Retained Earnings, Statement of changes in equity.

Unit -IV:

Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations.

Unit -V:

Latest Developments, Trends & Practices: Human Resource Accounting, Inflation Accounting, Forensic Accounting, Green Accounting, Accounting for corporate social responsibility.

Course Outcomes (COs):

CO1. Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.

CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.

CO3. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

CO4. Recognize various types of accounting and social responsibility in facilitating and enhancing accounting and financial reporting processes.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Singh, Jain and Gupta- Accounting for Managers (PHI)
- 2) Maheshwari S.N &Maheshwari S K – A text book of Accounting for Management (Vikas)
- 3) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
- 4) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 5) PC Tulsian- Financial Accounting (Pearson, 2016)

**MBA(HHM)-1st Year
SEMESTER –I**

BUSINESS COMMUNICATION

Course Description: This course will teach students the significance of good communication skills and provide them the opportunity to practice them through discussions, group projects, written assignments, and video roleplays. These projects provide the opportunity to examine and improve in communication areas that could inhibit students' ability to be effective in a professional setting.

Course Objectives:

- To understand the principles & techniques of business communication.
- To develop all forms of communication skills of the students to enable them to conduct well in any business process without any communication barrier.
- To train students to enhance their skills in written as well as oral Communication through practical conduct of this course.

Course Content:

Unit -I:

Introduction: Importance of communication skills in Business Management, Types of communication: the media and tools of communication, The Communication Process. Barriers and Gateways to communication.

Unit -II:

Oral communication: What is oral Communication – principles of successful oral communication – barriers to communication – what is conversation control – reflection and empathy. Presentation Skills: What is a presentation – elements of presentation – designing a presentation.

Unit -III:

Written Communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically

Unit -IV:

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.

Unit -V:

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. Case Studies

Course Outcomes (COs):

CO1. Application of knowledge by speaking confidently and communicating effectively in different

business situations.

CO2. Developing effective written communication skills.

CO3. Develop an understanding of appropriate organizational formats and channels used in business communications.

CO4. Able to communicate via electronic mail, Internet, and other technologies for presenting business messages.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw
- 2) Poe & Fruchling, Basic Communication, AITBS
- 3) Diwan & Aggarwal Business Communication Excel
- 4) Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books

**MBA (HHM)-1st Year
SEMESTER –I**

BUSINESS STATISTICS

Course Description: This course intends to introduce students to business statistics, or the application of statistics in the workplace. Statistics is how we gather, analyze, and interpret data. The course emphasizes understanding the process associated with statistical decisions, defining and formulating problems, analyzing the data, and using the results in decision making.

Course Objectives:

- To understand the different basic concept of business statistics.
- To know the concept of Probability and its usage in various business applications.
- To comprehend the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test
- To evaluate the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.

Course Content:

Unit -I:

Descriptive Statistics: Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

Unit -II:

Time Series & Index Number: Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Unit -III:

Correlation & Regression Analysis: Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

Unit -IV:

Probability Theory & Distribution: Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

Unit -V:

Hypothesis Testing & Business Analytics: Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi

Square Test) Concept of Business Analytics- Meaning types and application of Business Analytics, Use of Spread Sheet to analyze data-Descriptive analytics and Predictive analytics.

Course Outcomes (COs):

CO1. Compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.

CO2. Evaluate basic concepts of probability and perform probability theoretical distributions.

CO3. Apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test

CO4. Demonstrate understanding of statistical thinking and data analysis techniques for decision-making under uncertainty.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) G C Beri – Business Statistics, 3rd ed, Tata McGrawHill.
- 2) Chandrasekaran & Umavathi-Statistics for Managers, 1st edition, PHI Learning
- 3) Davis , Pecar – Business Statistics using Excel, Oxford
- 4) Ken Black – Business Statistics, 5th ed., Wiley India
- 5) Levin and Rubin – statistics for Management, 7th ed., Pearson
- 6) Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGrawHill
- 7) Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson

**MBA(HHM)-1st Year
SEMESTER –I**

MARKETING MANAGEMENT

Course Description: This course offers a complete introduction to professional marketing thought and action. The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities.

Course Objectives:

- To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
- To develop understanding on Consumer requirements and their buying behaviour.
- To assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
- To develop effective marketing strategies to achieve organizational objectives.

Course Content:

Unit -I:

Introduction: Nature and scope of marketing, Various marketing orientations, Need, Want, Demand, Elements of Marketing mix, customer value and the value delivery process. Understanding Consumer Behavior: Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions.

Unit -II:

Market segmentation, Targeting and Positioning: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of Branding, Brand Types, Brand equity, Branding Positioning.

Unit -III:

Product and Pricing Decisions: Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies. Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. Pricing Decisions: Pricing concepts for establishing value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing

Unit -IV:

Place and Promotion Decision: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Retailing & Types of Retailers. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Public Relation: Meaning, Objectives, Types, and Functions of Public Relations. Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion, Personal Selling: Concept, Features, Functions, Steps/process involved in Personal Selling,

Direct Marketing: Meaning, Features, Functions, Growth and benefits of direct marketing, different forms.

Unit -V:

Recent Trends and Innovations in Marketing: CRM- Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. Global Marketing: current scenario, Global Marketing environment, Entry strategies, Global P's of Marketing., Recent trends and Innovation in Marketing- Green Marketing, Agile Marketing

Course Outcomes (COs):

CO1. Understand basic marketing concepts and interpret complex marketing issues and problems using relevant theories, concepts and methods

CO2. Understand and Analyze Business/ Consumer Markets and able to identify & evaluate Market Segments and Target.

CO3. Able to apply and develop Marketing Strategies and Plans

CO4. Organize information and data to reveal patterns and themes to understand Consumer requirements and their buying behavior.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
- 2) Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- 3) Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- 4) McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
- 5) Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: global perspective Indian context (4th ed.). New Delhi: Macmillan.

**MBA(HHM)-1st Year
SEMESTER –I**

COMPUTER APPLICATION FOR BUSINESS

Course Description: This course provides basic understanding of the Information technology and its applications in various business processes. The topics include various domains of IT like database management, networks, software and emerging trends in the field.

Course Objectives:

- To provide conceptual knowledge of computers
- To discuss the architecture and functioning of networks
- To understand the processing of data into information and its storage in databases.

Course Content:

Unit -I:

Basics of Computers: Introduction, Evolution of Computers, Computer Generations, Classification of Computers, Computer Applications. Computer Organization, Memory and Storage, Central Processing Unit. Basic trouble shooting. Connecting a desktop, laptop to LCD, printer, etc

Unit -II:

Computer Software: Introduction, System Software, Application Software, Software Installing and Uninstalling, Booting, Software Development Steps, Programming Languages - Classification of Programming Languages. Operating System - Introduction, Role and functions of Operating System, Working Knowledge of GUI Based Operating System, Use of menus, tools and commands of windows operating system, File Handling and Management.

Unit -III:

Data organization and Data Base Management System: Data organization: Character, field, record, file and database. Types of Data Processing Systems [Serial, Batch, Real-time, Online, Centralized, Distributed], File Organizations [Sequential, Direct, Indexed-Sequential, Relative], Traditional file organization Vs. Database File organization.

Data Base Management System: Concept of Data Base Management System, Important terms of Database [including Entity, Attribute, Primary Key, Foreign Key, Candidate Key, Referential integrity, Table, Views, Data Dictionary]. Types of database [hierarchical, network and relational]. Basic ideas of Data Warehouse and Data mining.

Unit -IV:

Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.) Internet and its Tools - Introduction, Internet Evolution, Basic Internet Terminology, Data over Internet, Modes of Data Transmission, Types of Networks, Types of Topologies, Protocols used in the Internet, Getting Connected to Internet Applications, Internet Applications, Computer Ethics.

Unit -V:

Emerging Trends in IT: Introduction, Electronic Commerce, Electronic Data Interchange, Smart Cards, Mobile Communications, Internet Protocol TV

Course Outcomes (COs):

CO1. Ability to explain the characteristics and usage of various elements of a computer, a network and operating systems.

CO2. Understand usage of various input, output, memory and local network devices.

CO3. Able to test and do basic troubleshooting of a standalone desktop or desktop connected to a network.

CO4. Understand and review the emerging trends in Information Technology.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Computers Today, Basandra SK, Galgotia.
- 2) Fundamentals of Information Technology, Leon, Vikas
- 3) Information Technology: Inside and outside, Cyganski, Pearson
- 4) Computer Applications in Management, Kakkar DN, Goyal R, New Age
- 5) Information Technology for Management, B Muthukumaran, Oxford University Press

MBA(HHM)-1st Year
SEMESTER –I
IT SKILLS LAB

Course Description: This course is designed to provide practical knowledge of basic IT including MS OFFICE application. This will enable students to utilize this knowledge in research oriented applications.

Course Objectives:

- To provide knowledge about the functioning of computers and its uses for managers
- To provide hands on learning on Internet and its applications
- To provide hands on learning on Word processing software
- To provide hands on learning of applications on Spreadsheet software
- To provide hands on learning on Presentation software

Course Content:

Unit -I:

Windows and Users Interface: Windows operating System: Introduction and characteristics, Elements of GUI. Windows Explorer: Viewing of File, Folders and Directories Creating and Renaming of files and folders Opening and closing of different Windows, Windows Setting.

Unit -II:

Word processing concepts: Opening, Saving, Closing the file, Opening an existing document, Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Using Graphics, Tables, Charts, Document Templates and Wizards.

Unit -III:

Spreadsheet: Concept and Working Interface, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells. Functions in Spreadsheet, Using Function Wizard. Formatting a Worksheet and Cell, Printing worksheets, Charts and Graphs – Creating, Previewing, and Modifying Charts. Integrating word processor, spread sheets, web pages.

Unit -IV:

Presentation Software: Creating, Opening and Saving Presentations. Professional Look of the Presentation: Working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows.

Unit -V:

Practical Assignments.

Note: The entire course should be delivered in the computer lab in an application oriented manner.

Course Outcomes (COs):

CO1. Gain in depth knowledge about the functioning of computers and its uses for managers

CO2. Learn to use Internet and its various applications

CO3. Understand and implement Word processing software, Presentation and spreadsheet.

Assessment Method:

Internal Assessment	40%
External Assessment	60%

Note: The Faculty in Charge of this will do Continuous Internal Assessment of the involvement and performance of the students and award marks for a total of 40 marks. At the end of the semester, there will be a Viva Voce to ascertain the learning of the student and the skills acquired or developed out of this course. The Viva Voce will carry a maximum of 60 marks.

Suggested Readings:

- 1) Leon - Fundamentals of Information Technology, Vikas Publishing.
- 2) Nasib Singh Gill – Handbook of Computer Fundamentals, Khanna Publishing House, Delhi

**MBA(HHM)-1st Year
SEMESTER –I**

MEDICAL TERMINOLOGY AND MEDICAL RECORDS

Course Description: Students will get exposed to medical terminology of healthcare management. They will learn about various medical terms used in different branches. The students will learn about medical records and record-keeping.

Course Objectives:

- To give insights into various medical terms to understand it better.
- To give a thorough knowledge of medical anatomy and physiology to students.
- To help students understand medical jargons pertaining to different fields of medical science.
- To help students understand about medical records and record-keeping.

Course Content:

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

Unit –II

Human Anatomy and Physiology: Basic Functions and Importance of the following Systems in Human Body:

1. Muscular Skeletal System
2. Reproductive System
3. Excretory System
4. Endocrine Glands

Unit -III Medical Terminology

Introduction to Medical Terminology, Word Formation & Syntax, Greek Alphabets, Greek & Latin Prepositional & Adverbial Prefixes, Singular & Plural Endings, Commonly Used Prefixes in Medical Terminology, Commonly Used Suffixes in Medical Terminology.

Commonly used Root Words in Medical Terminology, Common Latin Terms used in Prescription Writing, Study of Standard Abbreviations, Commonly used Medical Terms to Define Different parts of the Body.

Unit –IV

Medical Terminology used by Cardiologist, Medical Terminology used by Neurologist, Medical Terminology used by Nephrologist, Medical Terminology used by Gastro-Intestinologist, Medical Terminology used by ENT Surgeon, Medical Terminology used by Dentist, Medical Terminology used by Orthopedic surgeon, Medical Terminology used by Gynecologist, Medical Terminology used by Oncologist, Medical Terminology used by Dermatologist, Medical Terminology used by Endocrinologist.

Unit – V Medical Records

Hospital Records: Meaning – Functions- Importance of medical records to patients, Doctors, Hospitals, Public Health, Press, LIC, Police- Court of Law, Education and Research.

Hospital Records: Types - Out-Patient record, Causality Emergency, Surgery, Obstetrics and gynecology, pediatrics, investigation and diagnosis.

Records Management : Registers, forms, importance. Principles of record keeping – Merits and limitation – Electronic form records maintenance. Hospital statistics – Evaluation of medical care (Medical, Nursing, Pharmacy etc. audits).

Course Outcomes (COs):

CO1. Understanding the basic importance of medical terms into their component parts

CO2. To identify combining forms, prefixes, suffixes and terminology associated with each of the body systems.

CO3. To analyze a medical report displaying use of medical terms.

CO4. Understanding of the Medical Records and Record Management.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

1- Davies, Juanita. Essentials of Medical Terminology. 3rd edition. New York.

2- Medical Terminology by David Anderson

3 - Mogli. J.D. *Medical Records: Organization & Management*. New Delhi: Jaypee Brothers.

**MBA (HHM)-1st Year
SEMESTER –II**

FINANCIAL MANAGEMENT

Course Description: This course introduces current financial concepts and tools towards money management in organizations participating in the local and global economies. The course covers the current best practices in financial analysis and planning through the application of financial concepts. These include financial performance ratios, time value of money, financial markets and institutions, securities and valuation of firms, cost of capital, risks and return, long-term financial budgeting and working capital management.

Course Objectives:

- To develop adequate level of knowledge of broad areas of financial decisions.
- To introduce the students the basic techniques and methods of Financial Management of Organizations.
- To evaluate various capital structure techniques and selecting best source of finance.
- To analyze various dividend models and its applicability.
- To acquaint students about corporate valuation in mergers and acquisitions.

Course Content:

Unit -I:

Introduction: Financial Management or Corporate Finance: Meaning & its scope, Corporate Governance and Agency Problem, Corporate valuation Models: Asset Based Valuation Model, Earning based Valuation Model, Cash flow-based Model, CAPM Model, APT, EVA Analysis, Introduction to start-up finance, Financial Decisions, Time Value of Money.

Unit -II:

Investment Decision: Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analysing Projects.

Unit -III:

Financing Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

Unit -IV:

Dividend Decision: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.

Unit -V:

Mergers and Acquisition: Introduction, Exchange Ratio, Synergy Benefits, Post Merger EPS, Post Merger Price of share, Required rate of return of merged company, De-Merger.

Course Outcomes (COs):

CO1. Understand the different basic concept / Models of Corporate Finance and Governance.

CO2. Understand the practical application of time value of money and evaluating long term investment

decisions.

CO3. Develop analytical skills to select the best source of capital, structure and leverage.

CO4. Understand the use and application of different models for firm's optimum dividend pay-out.

CO5. Understand the recent trends of mergers and acquisition and its valuation.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.
- 2) Khan and Jain: Financial Management. McGraw Hill.
- 3) Prasanna Chandra: Financial Management. McGraw Hill.
- 4) Breabley R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6th Ed.
- 5) V.Saran, Financial Management, PHI.

**MBA(HHM)-1st Year
SEMESTER –II**

INTERNATIONAL BUSINESS ENVIRONMENT

Course Description: The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

Course Objectives:

- To familiarize the students with the concepts, functions and practices of international business.
- To enable them get global perspective on issues related to business.
- To understand the operations of MNCs and challenges faced by them.

Course Content:

Unit -I:

Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, Modes of entering International Markets.

Unit -II:

International Trade and Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories –stopler –Samuelson theorem, International Product life Cycles. Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit -III:

International Institutions: Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD). Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Unit -IV:

Exchange rate determination: Introduction, Fixed and Flexible exchange rate, Convertibility of Rupee and its implication, Foreign Institutional Investors (FII), Foreign Direct Investment (FDI), Euro-Currency.

Unit -V:

Multi-National Corporations: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness -competitive advantage of nations – Technology and Global competitiveness. International Operations – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations – international asset protection –Protection of IPRs.

Course Outcomes (COs):

CO1. Understand the concepts, functions and practices of international business.

CO2. Acquainted with the global perspective on issues related to business.

CO3. Understand the operations of MNCs and challenges faced by them.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Charles W Hill: International Business, TMH Publishing Company Ltd.
- 2) Darrell Mahoney: International Business, Longman.
- 3) Donn Ball & Wendell McCulloch: International Business, Irwin McGraw Hill.
- 4) John D. Daniels & Lee Radfaugh: International Business, Pearson

**MBA (HHM)-1st Year
SEMESTER –II**

HUMAN RESOURCE MANAGEMENT

Course Description: The course develops a critical understanding of the role and functions of the various human resource activities in an organisation, providing students with a comprehensive review of key HRM concepts, techniques and issues. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment.

Course Objectives:

- To discuss the basic concepts and tools of Human Resource Management
- To provide an insight as to how to use Human Resource as a tool to implement strategies.
- To review current issues, trends, practices, and processes in HRM

Course Content:

Unit -I

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs. HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM and productivity.

Unit -II

Human Resource Planning and Employee Hiring: Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

Unit -III

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisals, Job Evaluation: Meaning and methods of job evaluation.

Unit -IV

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

Unit -V

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

Course Outcomes (COs):

CO1. Effectively manage and plan key human resource functions within organizations

CO2. Examine current issues, trends, practices, and processes in HRM

CO3. Contribute to employee performance management and organizational effectiveness

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) V.S.P. Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
- 2) Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
- 3) Gary Dessler and BijuVarkkey Human Resource Management, Person Publication, 2013, 14th Edition.
- 4) Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
- 5) K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition

**MBA(HHM)-1st Year
SEMESTER –II**

PRODUCTION AND OPERATION MANAGEMENT

Course Description: This course intends to provide understanding of the trends and challenges of productions and operations management in the current business environment. The course aims to provide deep knowledge about the techniques of effective utilization of operational resources.

Course Objectives:

- To understand the trends and challenges of Operations Management in the current business environment.
- To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.
- To evaluate various techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Course Content:

Unit -I:

Production Concept: Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology – Types of Manufacturing processes.

Unit -II:

Operations Concept: Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality.

Unit -III:

Material and Inventory Management: Types of production planning, process of Production planning and control (PPC) – Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control techniques- EOQ, ABC and others. (Simple numerical on Inventory control techniques) Factors affecting Plant Location, Types of Plant layout.

Unit -IV:

Supply Chain Management: Conceptual model of SCM, Supply chain drivers, Demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM. Latest trend in Production and operation – Lean manufacturing, agile manufacturing.

Unit -V:

Productivity and Quality: TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM).

Course Outcomes (COs):

CO1. Understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations.

CO2. Examine the types of transformation processes occurring within operations.

CO3. Define the roles and responsibilities of operations managers and the challenges they face.

CO4. Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) R.V. Badi& N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
- 2) Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Edition)
- 3) Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
- 4) Adam JrEveretl E. R J – Production and Operations Management (Prentice-Hall

**MBA(HHM)-1st Year
SEMESTER –II**

BUSINESS RESEARCH METHOD

Course Description: It provides the theoretical and practical preparation for business research. The course covers the necessary skills and requirements for a literature review, qualitative and quantitative methods, and a research proposal.

Course Objectives:

- To understand the concept / fundamentals of research and their types.
- To recognize the practical application of various research techniques.
- To analyse the importance of scaling & measurement techniques and sampling techniques
- To evaluate and apply the concept of statistical analysis which includes ANOVA technique and technique of report writing.

Course Content:

Unit -I:

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal – Elements of a Research Proposal, drafting a Research Proposal, evaluating a research proposal.

Unit -II:

Research Design: Concept, features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

Unit -III:

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

Unit -IV:

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample,

Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

Unit -V:

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram. Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

Course Outcomes (COs):

CO1. Make use of scientific principles of research to SOLVE contemporary business research problems.

CO2. Examine the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.

CO3. Judge the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.

CO4. Formulate alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1) Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
- 2) Business Research Methods, Naval Bajpai, Pearson Education Reference Book
- 3) Research Methodology, C R Kothari, New Age International.
- 4) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.

MBA (HHM)-1st Year
SEMESTER –II
HEALTHCARE ADMINISTRATION AND BIOMEDICAL WASTE
MANAGEMENT

Course Description: The programme is about imparting knowledge about hospital administration and bio medical waste management.

Course Objectives:

- The programme creates awareness about HCW and its management practices.
- To give an opportunity to learn about the technologies in waste management.
- To disseminate information on the hazards of healthcare waste and its impact on environment.

Course Content:

Unit –I

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, financial planning of hospitals, Macro level planning Conception to commissioning-site development, architects brief working drawings and specifications, engineering drawing drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building-commissioning, shake down period

Unit –II

Planning for the outpatient services, accident and emergency services and day care services - Planning for patient care units –Inpatient services and intensive care units. Planning for surgical suites. Planning for labour and delivery suites-LDRP suites

Unit -III

Planning for advanced facilities- Cardiac catheterization laboratory, various endoscopy units, Extra corporeal shock wave lithotripsy, radiotherapy unit, IVF unit, Dialysis unit, Planning for supportive services-medical gases, HVAC, housekeeping, CSSD, Food and beverages

Unit –IV

Definition of Biomedical Waste, BMW – Segregation, collection, transportation, disposal, Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste, BMW Management & methods of disinfection, Impact of healthcare waste on environment.

Unit –V

Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices), BMW from Administrative point (Budget, Health check-up, Insurance)

Course Outcomes (COs):

- CO1. To define key steps to institutionalize hospital bio medical waste management.
- CO2. To understand the execution part of bio medical waste management.

CO3. To offer deeper understanding into the administration of healthcare units which includes planning and execution.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

- 1.Principles of Hospital Management - S. A. Tabish
- 2.Hospital Management - S. L. Goel
- 3.Hospital Administration – Francis
- 4.Bio-Medical Waste Act & Rules Govt. of India
- 5.Current Issues In BMW Waste Handling-ISHA, Bangalore

MBA (HHM)-1st Year
SEMESTER –II
HEALTHCARE ECONOMICS

Course Description: The course primarily deals with issues related to efficiency, effectiveness, value and behavior in the production and consumption of healthcare. It deals with the Economics in the Healthcare industry.

Course Objectives:

- To use economic theory to maximize the use of scarce resources, in turn improving the quality of health care and promoting evidence-based medical practices.
- To lower costs, increase revenues, drive profit, and offer value to the end customer.

To seek to understand the role that individuals, health care providers, insurers, government agencies, and public and private organizations play in driving these costs.

- To reduce the overall costs in the Healthcare industry.

Course Content:

Unit –I

Nature and Scope of Health Economics: Introduction to Economics, definition and meaning, basic concept of Health Economics, Natural Resources of a country, Economic Levels, GNI, GDP, Per Capita Income, Gross National Product (GNP), Net National Product (NNP).

Unit –II

Utility analysis in Health Economics: Concept of cost in health care, Fixed and Variable costs, Opportunity cost, Cost Benefit and Cost-Effective Analysis.

Unit -III:

Evaluation in Health Economics: Economic evaluation of health programs, basic Economics of Health Programs in India for communicable and non-communicable diseases. Health Programs run by the Govt. of India.

Unit –IV

Demand and Supply in Health care; Concept of Demand and Supply in health Care; Analysis of Demand and Supply situation in the Country.

Unit –V

Price Elasticity and characteristics of Third-Party Administrators in Hospital Economics, Role of Insurance Companies during hospitalization.

Course Outcomes (COs):

CO1. To analyze and evaluate complex policy and organizational challenges at both the micro level and ~~38~~ higher levels within healthcare systems

CO2. To analyze the work of management accounting, incorporating budget preparation and budget appraisal in healthcare systems.

CO3. To use relevant econometric models for the analysis of the economic agents' behavior.

Assessment Method:

(Continuous Internal Assessment =40%, End Semester Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

Suggested Readings:

1. Park's Textbook of Preventive and Social Medicine. 22nd ed.
2. Philips, Ceri J. Health Economics: An introduction for health Professionals. Oxford: Blackwell Publishing.
3. Clewer, Ann and D Perkins. Economics for Health Care Management. Prentice Hall.
4. Folland S. A. C. Goodman and M. Stano. Economics and Health and Healthcare. Prentice Hall.

**MBA (HHM)-1st Year
SEMESTER –II**

INDUSTRY ANALYSIS REPORT

Course Description: The aim of the course is that the students should understand market analysis and be able to apply this on the specific conditions that prevail within different industry.

Course Objectives:

- To discuss the importance of industry analysis in these turbulent times.
- To develop analytical skills amongst students.
- To enable students exhibit analytical skills .

Course Content:

Since this is a non-teaching credit course wherein the students had to undergo briefing sessions and accordingly choose a particular industry and prepare an analysis report and present it in Viva Voce. They will be allocated faculty guides for briefing them the requirements and will guide them in carrying on the tasks, writing the report and responding in the Viva Voce. The faculty may discuss the following:

- Introduction and course overview
- Selection of industry sectors
- Discussion of sources of information
- Components of a research report
- Introduction to industry analysis:
- Trends versus fads in the industry
- Key drivers of industry profits
- Cyclical versus Non-cyclical industries and implications for analyses

Course Outcomes (COs):

CO1. Acquire analytical skills

CO2. Enable students understand the issues and challenges faced by the industries in these turbulent times.

CO3. Exhibit analytical and problem solving skills

Assessment Method:

Internal Assessment	40%
External Assessment	60%

Note: The Faculty in Charge of this will do Continuous Internal Assessment of the involvement and performance of the students and award marks for a total of 40 marks. At the end of the semester, there will be a Viva Voce to ascertain the learning of the student and the skills acquired or developed out of this course. The Viva Voce will carry a maximum of 60 marks.