MBA (Hospital & Health Care Management) Part-I Sem-I 2101-ACCOUNTING & FINANCE

Course Overview

The objective of the course is to give an overview of accounting principles and practices to be used by the managers in decision-making. The course includes accounting mechanism and various analysis techniques such as the analysis of financial statements and budgeting. The foundation of finance introduces the fundamental principles of financial theory and practice to enrich the knowledge of students for improved managerial decision-making.

Course Syllabus

Group-I:

Foundations of Financial Accounting: Introduction to Financial Accounting. Accounting Mechanics, Process and System.

Nature of Accounting Information: Scope of Accounting, Accounting Concepts, Principles & Standards, Accounting Cycle, Introducing Book Keeping and Record Maintenance. The concept of Double Entry and Fundamental Principles, Transaction Analysis, Journal Entries, Ledger, Trial Balance, Subsidiary Books.

Financial Statements: Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (without adjustments).

Group-II:

Financial Statement Analysis: Understanding Financial Statements, Interpreting Financial Statements.

Foundations of Managerial Accounting: Introduction to Management Accounting and Basic Cost Concepts. Ratios, Common-Size Financial Statements.

Capital Investment Decisions: Non-discounted Capital Budgeting Techniques, Discounted Capital Budgeting Techniques, Cost of Capital.

Decision-Making Techniques: Management Accounting for Decision-Making and Control; EVA and Performance Measurement.

Foundations of Financial Management: An Overview of Financial Management, Shareholder Wealth Maximization, Agency Relationships. Beta Coefficient and CAPM. Equity and Bond: Characteristics, Types and Cost Calculation.

Pedagogy:

The teaching techniques for this subject will include class discussions, case studies, numerical exercises, a continuous system of class tests, presentations and industry-based assignments. An ideal combination of all these techniques can be adopted to improve as well as assess the students' level of learning and application.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text & Readings: Student should focus on material presented in the lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Charles T. Horngren et al. (2014).*Introduction to Management Accounting,* Pearson India, Chennai, 16th Edition.
- M.Y. Khan & P.K. Jain (2017). *Management Accounting: Text, Problems and Cases,* McGraw Hill Education, Seventh Edition.
- Robert A., David F. Hawkins and Kenneth A. Merchant. (2013). *Accounting-Text and Cases,* Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 13th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. <u>The instructions for external</u> <u>examiners</u> would be as follows:-

MBA (Hospital & Health Care Management) Part-I Sem-I 2102 – PRINCIPLES OF MANAGEMENT

Course Overview

The objective of the course is to provide an understanding of basic concepts, principles and practices of management. Students will also be able to review theories of management and organizational behavior as they have been developed and applied in organizations. The aim is to include the ability to apply multifunctional approach to organizational objective.

Course Syllabus

<u>Group-I:</u>

Definition, Functions, Process, Scope and Significance of Management. Nature of Management, Managerial Roles, Managerial Skills, Difference between Management and Administration, Significance of Values and Ethics in Management, Social Responsibility of Business.

Evolution of Management Thought, Approaches of Management Thought, Theories of Management Managerial Processes, Functions of Management.

Planning: Nature, Scope, Objective and Significance of Planning, Elements and Steps of Planning.

Group-II:

Decision Making, Organisation Principles, Span of Control, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralization, Effective Organizing, Organizational Structures, Formal and Informal Organizations, Staffing, Directing, Supervision

Controlling: Its Functions, Steps and Essentials to make Effective Controlling, Management Control Techniques, Coordination: Concept, Importance, Principles and Techniques of Coordination, Management of Change: Concept and Nature, Concept of Managerial Effectiveness.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the Case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Harold Koontz, Heinz Weihrich, Mark V. Cannice (2020), Essentials of Management -An International, Innovation and Leadership Perspective, 11th Edition McGraw Hill Education
- Callie Daum (2020), Principles of Management Essentials You Always Wanted To Know, Second Edition, Vibrant Publishers.
- Koontz H. and Weihrich H., *Essentials of Management*, McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. <u>The instructions for</u> <u>external examiners</u> would be as follows:-

MBA (Hospital & Health Care Management) Part-I Sem-I 2103-OPERATIONS MANAGEMENT

Course Overview

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organizations that include making competitive decisions regarding operation systems, forecasting, location, layout and inventory. At the end of the course, the students should be able to -(1) understand the concept of operations management and manufacturing system (2) Gain knowledge about the project planning and statistical process control methods.

Course Syllabus

Group I:

Operations Management: Significance, Scope, Association & Liaisoning with allied departments. Emerging technologies as a competitive tool;
Manufacturing Systems: Types and their characteristics;
Facility Location: Influencing Factors & Models for decision making;
Facility Layout: Models & Techniques, Assembly Line Balancing;
Forecasting: Forecasting Methods; Errors in Forecasting;

Group II:

Inventory Management: Types & Classification of Inventory, Inventory Costs & Concepts; Inventory Models: Instantaneous Replenishment, Non-instantaneous Replenishment, Price-break Models; Inventory Control Systems; Continuous Review System, Periodic Review System;

Project Planning: Project Evaluation and Review Technique(PERT), Critical Path Method (CPM), determining of project completion;

Statistical Process Control Methods: Control Charts for Variables and Attributes; **Statistical Quality Control:** Acceptance Sampling & its types.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- James, R. Evans, David R. Anderson, Dennis J (1984). Sweeney and Thomas A. Williams, Applied Production and Operations Management, West Publishing Company, International Edition Minnesota.
- Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi, 8th Edition.
- Chase, B.R., sHANKAR, R., Jacobs, F.R. and Aquilano, N.J. (12th Edition) Operations & Supply Chain Management, McGraw Hill.
- Steveson, W.J. (9th Edition). Operations Management, Tata McGraw Hill.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. <u>The instructions for external</u> <u>examiners</u> would be as follows:-

MBA (Hospital & Health Care Management) Part-I Sem-I 2104-ORGANIZATIONAL BEHAVIOR

Course Overview

The overall objective of this course is to familiarize the students with behavioral processes in the organization so that they are able to understand and manage behavior at workplace.

Course Syllabus

Group-I:

Understanding and Managing Individual Behavior, Organizational Behavior: its Concepts, Features and Importance, Concepts & Theories of Personality, Values and Beliefs. Perception: Concept and Models, Role of Perception in Managerial Decision-Making. Attitudes – Their Role in Behavior- Global implications. Emotions and Moods, Emotional Intelligence, Emotional Labor. OB Applications of Emotions and Moods, Emotional Intelligence, Theories of Learning, its Principles, Concept of Reinforcement.

Group-II:

Motivation and Its Theories- Global implications. Communication: Its Process, Network & Types, Communication Barriers. Leadership Theories and Leadership Styles in Management. Understanding the Concept of Power and Politics. Understanding the importance of Team Work, Organisational Change and Development. Conflict Management. Organization Culture-its Global Implications, Concept of Group Dynamics, Stress Management.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra (2018), Organizational Behaviour, 18th Edition, Pearson Education.
- P. G. Aquinas (2019), Essentials of Organisation Behaviour, Excel Books
- Koontz H. and Weihrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th EditionKoontz H. and Weihrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. <u>The instructions for external</u> <u>examiners</u> would be as follows:-

MBA (Hospital & Health Care Management) Part-I Sem-I 2105 - BUSINESS ENVIRONMENT

Course Overview

Upon the satisfactory completion of this course, the students will be able to analyze different types of legal, political, economic systems influencing business; have introductory knowledge of Indian legal concepts; and see how these concepts apply in Business Environment.

Course Syllabus

Group-I:

Concept of Business Environment: Techniques for Environment Analysis, Elements of Environment: Internal and External, Societal Environment: Business and Society, Social Responsibility of Business, Political and Government Environment, Demographic Environment, Technological Environment, Economic Environment: Types of Economies, Economic Policies-Industrial policy, Fiscal Policy, Monetary Policy, Privatization and Disinvestment, Demonetization and GST, Its impact of on Economy, Liberalization and Globalization.

WTO and Intellectual Property Rights, Competition Act-2002, Information Technology Act-2000, FEMA-2000, Money and Capital Markets, Introduction to Financial Institutions, Foreign Trade: EPZs, EOUs, TPs and SEZs.

Group II:

Security Exchange Board of India (SEBI): Objectives, Powers and Functions, Consumer Protection Act, 1986-Rights and Remedies, NGOs: Types and Role In Promoting Consumer Awareness. Legal Environment: Nature of Company, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Functioning of Board of Directors, Management Frauds, Winding up, Contract Act: Introduction, Types of Contracts, Essentials of a Valid Contract, Sale of Goods Act: Introduction, Essentials of a Contract of Sale, Principle of Caveat Emptor ISO 9000 and ISO 14000, Global Outsourcing, Public, Private and Co-Operative Sectors of Indian Economy.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation. Research based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

Case/Class Discussion Assignments:

Students will work in groups of upto four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation:

Attendance will be taken in each class. Class participation is scored for each student for each class.

Recommended Texts and Readings: Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Paul, J. (2018). *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4th Edition.
- Cherunilam, F. (2019). Business Environment, Himalaya Publishing House, Mumbai.
- Aswathappa, k. (2021). *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 15th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. <u>The instructions for external</u> <u>examiners</u> would be as follows:-

MBA (Hospital & Health Care Management) Part-I Sem-I 2106-Business Intelligence for Managers

Course Overview

The objective of this course is to introduce the students to the managerial issues, relating to the IT Tools and Techniques. This subject will help the students to know the role of information systems in adding business value to an organization.

Course Syllabus

<u>Group-I:</u>

Information System Introduction: IS need and concept, Scope of IS, Classification of Information Systems. Functional Information Systems: Transaction Process System, Marketing Information System, HR Information System, Production and Inventory Information System, Financial Information System, Decision Support System: Importance of Decision Support Systems, Components of Decision Support Systems, Decision making under Different Scenarios, Group Decision Support System, ERP systems: Concept and Application.

Group-II:

Business Intelligence: From Data to Information to knowledge to Intelligence, Benefits, Future Application.

Data Mining: Data mining concepts and definitions, Data mining applications, Application of Data mining in management decision making.

Introduction of Data Warehousing: An overview to data warehousing, Data Warehouse: Definition, Architecture, Development and Implementation issues

Types of Data Warehousing tools: Introduction to online transaction processing (OLTP) and online analytical procession (OLAP) tools, categories of OLAP tools, different types of data modeling.

Pedagogy

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovation instructional methods, extensive use of technology in the class room, online modules of MOOCS and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of the class will engage in a combination of academic reading, analysing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions and live project based learning.

Case/Class Discussion Assignments:

Students will work in a groups of up to four prepare a brief write-up due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problems facing the decision-maker in the case.

Class Participation

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text and Readings

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

Recommended Texts

- Business Analytics By Sahil Raj, Cengage Publication.
- Fundaments of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication.
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication.
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata MCGraw Hill Edition.
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press.
- Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda DursunDelen and Daid King, Pearson Publication.
- Delivering Business Intelligence with Microsoft SQL Server 2012, by Brian Larson, Tata McGraw-Hill Edition
- Kenneth C. Laudonand Jane P. Laudon (2017) Management Information Systems: *Managing The Digital Firm,* Pearson Publication.
- Joseph S. Valacich, Joey F. George and Jeffrey A. Hoffer. (2012). "Essential of Systems Analysis and Design", New Delhi: PHI Learning Private Limited.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. <u>The instructions for external</u> <u>examiners</u> would be as follows:-

MBA (Hospital & Health Care Management) Part-I Sem-I 2107 - Seminar on Business Environment & Management

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussions. The interactive environment ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus, a student's presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organize & construct information. The various new concepts in business environment and general management would be taken up in presentations by the students in this class.

Course Syllabus

GROUP-I:

Environmental Management: Fundamentals-Sustainable Development, Implications of Human Population Growth, Limits to Growth; Environment and Business Schools.

Energy Management: Fundamentals-Fossil Fuels Use, Energy Production and Trade, Energy Balance.

Ecosystem Concepts: Basic Concepts and their Application in Business, Industrial Ecology and Recycling Industry.

Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for Establishing Industry.

GROUP-II:

Environmental Management and valuation: Environmental Accounting, Economics-Environmental Taxes Shifts, GST and Demonetization, Green Funding, Corporate Mergers. **Environmental Ethics**; Environmental Management Trade & Environmental Management, Debt and Environment, GATT/WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGOs, PIL.

Pollution & Waste Management - Air, Water, Land Pollution, Trade in Wastes.

Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

Pedagogy:

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are suppose to present it in individually in the class. Students are supposed to make effective presentations by using multimedia (power point presentations, audio and visuals).

Class Participation:

Class participation includes asking questions to the presenter after presentation is over and also adding your views to the topic (By the class as well as by the Teacher). Class participation is scored for each student for each class.

Recommended Texts and Readings: Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference:

- Pailwar V.K (2014), Business Environment, Prentice Hall India Learning Private Limited
- Francis Cherunilam (2018), Business Environment Text and Cases 27th Revised Edition, Himalaya Publishing House.
- Paul (2017), Business Environment, Fourth edition, McGraw Hill Education;

Scheme of Examination:

- English shall be the medium for report writing and presentation.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break up of 100 marks is as follows:
 - a. Report Writing -25 marks
 - b. Presentation -25 marks
 - c. Question Handling-15 marks
 - d. Class Participation / Attendance- 25 marks
 - e. Chairperson- 5 marks
 - f. Reporting- 5 marks
- The minimum marks for passing the examination for each semester shall be 40% in aggregate.
- A minimum of 75% of classroom attendance is required.