

# **Bachelors for Business Administration Common**

## **CURRICULUM & COURSE CONTENT FOR BBA COMMON –**

### **FIRST YEAR**

#### **SEM-I**

**Course Name:** Principles OF MANAGEMENT

**Course Code:**

**Course Objectives:** At the end of the semester the students would be able to-

- Explain & understand management, evolution of management thought, social and ethical responsibilities of management, span of control and various functions management in the organization.

#### **Module I: Introduction of Management**

- Definition of Management
- Need of Management Principles
- Management Science or Art
- Management as an Art
- Management as Science
- Management as both Science and Art
- Functions of Management
- Needs of Levels of Management
- Levels of Management
- Managerial Skills
- Managerial Roles

#### **Module II: Evolution of Management Thought**

- Early Approaches to Management
  - Robert Owen: Human Resource Management Pioneer
  - Charles Babbage
  - Andrew Ure & Charles Dupin
  - Henry Robinson Towne
- Classical Approach
- Scientific Management
  - 4 Steps of Scientific Management
  - Taylor's Approach to Management
  - Limitation of Scientific Management
- Administrative Theory
  - Fayol Outlined 14 Principles of Management
- Bureaucratic Management
  - Mary Parker Follet: Focusing on Group Influences
  - Elton Mayo: Focusing on Human Relations

- Four Parts of Hawthorne Studies / Experiments
- Conclusions of Hawthorne Studies / Experiments
- Criticism of Hawthorne Studies / Experiments
- Abraham Maslow: Focusing on Human Needs
- Douglas McGregor
- Chris Argyris
- Quantitative Approach
  - Management Science
  - Operations Management
- Modern Approaches to Management
  - Systems Theory
  - Contingency Theory

### **Module III: Social and Ethical Responsibilities of Management**

- Social Responsibilities of Management
- Arguments for Social Responsibilities of Business
- Arguments Against Social Responsibilities of Business
- Social Stakeholders
- Measuring Social Responsiveness
  - Social Audits
- Managerial Ethics
  - Factors that Influence Ethical Behavior
  - Stages of Moral Development
  - Ethical Guidelines for Managers
  - Geographic Segmentation

### **Module IV: Span of Control**

- Meaning of Span of Control
- Importance of Span of Control
- Factors Affecting Span of Control
- Graicuna's Formula

### **Module V: Managerial Decision Making**

- Introduction
- Significance of Rational Decision Making
- Limitations of Rational Decision Making
- Managers as Decision Makers
  - The Rational Model
  - Non-Rational Model
- Decision Making Process
- Types of Managerial Decisions
  - Decision Making Under Certainty
  - Decision Making Under Risk
  - Decision Making Under Uncertainty
  - Modern Approaches to Decision-making under Uncertainty
- Management Information System Vs Decision Support System
- The Systems Approach to Decision Making
- Group Decision Making

- List of the advantages of Group Decision Making
- List of the disadvantages of Group Decision Making
- Forms of Group Decision Making
- Decision Making Techniques

### **Module VI: Fundamentals of Organizing**

- Introduction
- Definitions of Organizing
- Modern Organization vs. Traditional Organization
- Closed Systems Vs Open Systems
  - Characteristics of Open Systems
  - Developing an Open System Model
- Formal vs. Informal Organization
- Span of Management
- Factors Determining an Effective Span
- Use of Objective Standards
- Uses of Staff Assistance

### **Module VII: Strategic Organization Structure**

- Introduction
- Strategy or Structure
- Factors Influencing Organization Design
- Major Structural Alternatives
  - Functional Structure
  - Divisional Structure
  - Matrix Structure
  - Hybrid Structure
- Other Bases for Departmentation
  - Departmentation by simple numbers
  - Departmentation by time
  - Departmentation by process or equipment
- Strategic Business Units
- Choosing the Pattern of Departmentation

### **Module VIII: Group Decision Making**

- Introduction
- Developing a Culture for Group Decision Making
- Advantages of Group Decision Making
- Disadvantages of Group Decision Making
- Effective Practices in Group Decision Making
  - Deal with Conflict as it Arises

### **Module IX: Conflict Negotiation and Intergroup Behavior**

- Introduction
- Sources of Conflict
- Classification of Conflict
- The Conflict Process

- Negotiation
  - Distributive Bargaining
  - Integrative Bargaining
- Negotiation Process
- Issues in the Negotiation Process
- Intergroup Relations
  
- **Reference Books:**
- Principles of Management, By Tripathi, Reddy Tata McGraw Hill
- Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi

**Course Name:** Principles of micro economics

**Course Code:**

**Course Objectives:** To familiarize the students with the basic concept of microeconomics.

To make student understand the demand and supply analysis in business applications. To understand the pricing and output decisions under various market structure.

#### **Module 1: Introduction Micro Economics**

- Definition of Micro-Economics
- Difference between Micro and Macro-economics
- Introduction to Micro-Economics
- Circular flow

#### **Module 2: Consumer Equilibrium & Demands**

- Law of demand
- Difference between demand and quantity demanded
- Demand curve
- Equilibrium

#### **Module 3: Producer Behavior & Supply**

- Law of supply
- Difference between supply and quantity supplied
- Supply curve
- Equilibrium

#### **Module 4: Form of Marketing**

- What is market
- Market structure
- Types of market
- Perfect competition and its features
- Monopoly and its features
- Monopolistic competition and its features
- Oligopoly and its features

#### **Module 5: Price Determination**

- Price determination under perfect competition
- Price determination under monopoly
- Price determination under oligopoly

#### **Module 6: Economics of Consumer Analysis**

- Law of diminishing marginal utility
- Law of substitution and consumer analysis
- Price elasticity of demand
- Income elasticity of demand
- Gross elasticity of demand
- Total revenue elasticity of demand

➤ **Reference Books:**

- Microeconomics: For BBA T. R. Jain
- Principles of Microeconomics, 7th Edition (Mankiw's Principles of Economics) by N. Gregory Mankiw
- Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics) by Campbell McConnell, Stanley Brue, and Sean Flynn

**Course Name:** business accounting - I

**Course Code:**

**Course Objectives:** To impart to the learners the basic accounting knowledge. To train in the accounting process from entering business transactions to Journal, understand ledger posting, cash book and preparation of trial balance.

**Module 1: Introduction – Accounting:**

- Accounting & Accountancy
- Advantages of Accounting
- Origin of Accounting
- Distinction between Accounting & Accountancy
- Accounting– An Art or Science

**Module 2: Journal:**

- Introduction, Features,
- Advantages, Performa
- Journalizing & Journal Entry
- Problems on Journalizing

**Module 3: Ledger:**

- Introduction, Importance of Ledger
- Distinction Between journal & ledger
- Format of ledger
- Ledger posting and steps involved in posting
- Balancing of ledger accounts

**Module 4: Subsidiary Books:**

- Introduction, Subsidiary Books & IT features
- Advantages of subsidiary books
- Types of subsidiary books

**Module 5: Cash Books:**

- Introduction, features of cash Books
- Types of cash Books, cash Books with discount & bank columns

### **Module 6: Trial Balance:**

- Introduction, features of trial Balance
- Preparation of trial Balance

#### ➤ ***Reference Books:***

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.
- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing

**Course Name:** business communication

**Course Code:**

**Course Objectives:** To make students knowledgeable of communication skills.

### **Module 1: Fundamentals of Communication**

- The importance of communication
- The basic forms of communication
- The process of communication
- Barriers to communication
- Dealing with communication barriers

### **Module 2: Nonverbal Communication**

- Characteristics of nonverbal communication
- Components of nonverbal communication

### **Module 3: Interpersonal Skills**

- Building Positive Relationships
- Giving praise
- Dealing with criticism
- Managing conflict

### **Module 4: Negotiations**

- Introduction
- Approaches to negotiation
- The major elements of negotiation preparation
- The situation

### **Module 5: Interviewing**

- Introduction
- Planning the interview
- Conducting the interview
- The ethics of interview

### **Module 6: Group Communication**

- Introduction
- Factors in group Communication
- Group decision – making
- Effective meetings

#### **Module 7: Making presentations – Getting Started**

- Speech purpose – General
- Speech purpose – Specific
- Analyzing the audience
- Nonverbal dimensions of presentation

#### **Module 4: Letter Writing**

- Understanding the audience
- Organization your message
- Business letters
- Credit information coastline café

#### ➤ ***Reference Books:***

- Business Communication Paperback – 1 Dec 2009 by R. C. Bhatia
- Business Communication by Pal Rajendra & Korlahalli : Publication - Sultan Chand & Company
- Business Communication by M.J.Mathew : Publication - RBSA Publications
- Business Communication by Pandey H.S, Neelima Pareek, Avantika Srivastava, Rakhi Gulati, Neha Sharma : Publication - RBD Publications

### **Course Name: Computer fundamental**

#### **Course Code:**

**Course Objectives:** Computers are a part of life-personal, social and professional. Use of computers has pervaded all forms of activities and all aspects of human society. It has become inevitable for students of management to learn computers and its application. To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyze data for decision making using data of different kinds? To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

#### **Module 1: Computer fundamentals**

- Introduction
- Computer Organization
- Computer Organization
- Software Concepts

#### **Module 2: Data Communication and Networks**

- Networking Basics
- Internet

#### **Module 3: Office Packages**

- Word Processor

- Presentation with power point
- Using Excel

#### **Module 4: Advance excel and Multimedia**

- Functions in Excel
- Data Analysis Using Excel
- Multimedia
  
- ***Reference Books:***
- Fundamental of Computers =V. Rajaraman B.P.B. Publications
- Fundamental of Computers = P. K. Sinha
- Fundamental of Computers = ReemaThareja
- Computer Today = Suresh Basandra
- MS- Office 2000 (For Windows) = Steve Sagman



# **Bachelors for Business Administration Common**

## **CURRICULUM & COURSE CONTENT FOR BBA COMMON –**

### **FIRST YEAR**

#### **➤ SEM-II**

**Course Name:** organization behavior

**Course Code:**

**Course Objectives:** After reading this lesson, you should be able to:

- Understand The Nature Of Management
- Identify And Describe The Functions Of Management
- Understand The Social Responsibilities Of Business
- Appreciate The Interests Of Various Stakeholders In The Business.

#### **Module 1: Nature of Management**

- Social Responsibility Ties of Business
- Manager and Environment Levels in Management
- Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation
- Decision Making - Techniques and Processes

#### **Module 2: Organizing**

- Organization Structure and Design
- Authority and Responsibility Relationships
- Delegation of Authority and Decentralization
- Interdepartmental Coordination
- Emerging Trends in Corporate Structure, Strategy and Culture
- Impact of Technology on Organizational design
- Mechanistic vs. Adoptive Structures
- Formal and Informal Organization

#### **Module 3: Perception and Learning**

- Personality and Individual Differences
- Motivation and Job Performance - Values, Attitudes and Beliefs
- Stress Management
- Communication Types-Process - Barriers - Making Communication Effective

#### **Module 4: Group Dynamics**

- Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - Organizational Climate and Culture - Organizational Change and Development

#### **Module 5: Comparative Management Styles and approaches**

- Japanese Management Practices Organizational Creativity and Innovation
  - Management of Innovation
  - Entrepreneurial Management - Benchmarking
  - Best Management Practices across the world
  - Select cases of Domestic & International Corporations - Management of Diversity.
- 
- ***Reference:***
  - Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
  - Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
  - Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
  - Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

**Course Name:** macro economics

**Course Code:**

**Course Objectives:** To understand the functioning of economy at the macro level. To understand how the economy is regulated through monetary and fiscal policies. To study the important indicators of the economy and their significance.

On completion of this course, the students will be able to: To explain the concept of macroeconomics. To apply the circular flow of income and expenditure. To analyze the income determination through classical and Keynesian economics. To integrate the role of fiscal and monetary policies in regulating economy.

**Module 1: Basic Concepts of Macro Economics**

- Definition and Nature of Macro economics
- Scope, Importance and Limitations

**Module 2: National Income Accounting**

- Circular flow of Macro economic activity
- Details of National Accounts
  - a. Stock and flow
  - b. Gross Domestic Product (GDP)
  - c. Gross National Product (GNP)
  - d. Net Domestic Product (NDP)
  - e. Net National Product (NNP)

**Module 3: Theory of Income and Employment**

- Say's law of market
- Keynesian Theory of Income and Employment

**Module 4: Savings and Investment**

- Consumption Function
- Keynes' Psychological Law of consumption
- Average propensity to consume (APC), Marginal Propensity to consume (MPC)
- Average Propensity to save (APS), Marginal Propensity to save (MPS).
- Investment Function – Autonomous and Induced investment.
- Investment Multiplier
- Principle of Acceleration

**Module 5: Business Cycle, Inflation and Deflation**

- Nature and Characteristics of Business Cycle.
- Phases of Business Cycle
- Inflation and Deflation – Meaning, causes and control

## **Module 6: Macro Economic Policies**

- Monetary Policy
- Fiscal Policy

### ➤ **Reference Books:**

- Ackley G. – Macro Economics: Theory and Policy, Macmillan Publishing Company, New York. 1978
- Ahuja H.L. – Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi.2006
- Gupta S.B. – Monetary Economics, S. Chand & Co. Ltd. New Delhi.2002
- Shapiro E. – Macro Economic Analysis, Galgotia Publications, New Delhi. 1996 5th Ed.
- Jhingan M. L. – Macro Economic Theory: Vrinda Publications, New Delhi. 2006
- William Branson – Macro Economics: Theory and Policy.1988 2nd Edn.
- Dr. T. G. Gite & others: “Sthul Arthshastra”, Atharv Prakashan, Pune. 2005.
- J. Harvey and H. Johnson – Introduction to Macro Economics
- D. N. Dwivedi – Macro Economics – Tata McGraw Hill, New Delhi-2006
- Samuelson, Nordhaus – Economics, Tata McGraw Hill, New Delhi-2007

**Course Name:** business accounting - II

**Course Code:**

**Course Objectives:** The objective of the course is to equip the students with the ability to analyze, interpret and apply the basic concepts and theories of accounting in business management. To understand Data Entry system of Book- Keeping, Petty Cash book. Preparing Final and branch Accounts.

**Module 1: Accounting Concepts and Conventions:**

- Objectives and Introduction
- Accounting Concepts and Conventions
- Generally Accepted Accounting Principles (GAAP)
- Accounting Cycle
- Accounting Equations

**Module 2: Data Entry System of Book-Keeping:**

- Introduction, Advantages
- Classification of Accounts
- Rules of Debit and Credit under English System and American System
- Single Entry System
- Accountants in Accounting/Accountancy

**Module 3: Petty Cash Book:**

- Introduction, Objective, Features, Types of Petty Cash Book
- Posting of Cash Book

**Module 4: Journal Proper:**

- Introduction, Objective and Meaning of Journal
- Recording of Transactions in Journal Proper

**Module 5: Final Accounts:**

- Introduction, Objective and Need of Final Accounts
- Trading Account
- Profit and Loss Account
- Closing Entries
- Balance Sheet
- Final Accounts without Adjustments
- Final Accounts with Adjustments

**Module 6: Branch Account:**

- Introduction, Objective of preparing Branch Account
- Inland Branches

- ***Reference Books:***

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.
- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing
- Accounting Made Simple – Accounting Explained in 100 Pages or Less by Mike Piper
- Financial Accounting -P. C. Tulsian
- Advance Accounting -Dr. Shukla&DrGrewal
- Modern Accountancy Volume - AMukherjee&M.Hanif

**Course Name:** Management Information System

**Course Code:**

**Course Objectives:** This course will help students understand the meaning and process of MIS and also look at the roles of MIS in the organization. Students can equip skills for implementation of MIS and how an organization can take advantage of MIS to gain competitive

### **Module 1: MIS Overview**

- The meaning and use MIS
- System View of Business
- Process of MIS, Development of MIS within the organization
- Management Process, Information Needs
- System Approach in Planning Organizing and Controlling MIS.

### **Module 2: Implementation**

- Planning
- Implementation and Controlling of Management Information System.

### **Module 3: Fundamentals of Data Processing**

- Computer Operation of Manual Information System
- Components of Computer Systems, Flow Chart
- Conversion of Manual to Computer Based Systems
- Computer Systems Software, Application Software
- Telecommunication Modem

### **Module 4: Decision Making**

- Managerial Decision Making
- Characteristics and components of Decision Support System.

### **Module 5: System Design:**

- System design consideration, input/output design, forms design
- File organization and database,
- Data management, file design, program design, control and security.

#### ➤ ***Reference Books:***

- “Management Information Systems” by A O’Brien
- “Management Information System” by W S Jawadekar
- “Management Information Systems” by Laudon and Ludon

**Course Name:** international business

**Course Code:**

**Course Objectives:** The objective of the course is to; enable the students in building strong foundation in concepts of international trade and business; help the students in understanding social, cultural and economic factors that lead to trade between countries.

**Module 1: Introduction to International Business:**

- Evolution, nature, influences and goals of international

**Module 2:**

- Theories of international trade.

**Module 3: International Business Environment**

- Introduction, social and cultural environment
- Technological environment
- Economic environment and political environment

**Module 4: Modes of entering international business**

- E-business vis-à-vis international business.

**Module 5: Foreign Direct Investment**

- Meaning, international investment theories
- Factors Influencing FDI, costs and benefits associated trends in FDI, FDI in India.

➤ ***Reference Books:***

- Vasudeva, P K (2010) International Marketing, New Delhi: Excel Books
- Cateora and Graham (2007), International Marketing, McGraw Hill
- Terpstra and Sarathi, R, International Marketing, Chicago: Dryden Press
- Mittal, V (2010) Business Environment: Text and Cases, 2nd Edition, New Delhi: Excel Books



# **Bachelors for Business Administration Common**

## **CURRICULUM & COURSE CONTENT FOR BBA COMMON –**

### **SECOND YEAR**

#### **SEM- III**

**Course Name:** Human Resource MANAGEMENT

**Course Code:**

**Course Objectives:** By the end of the course the student will be able to:

Appreciate the importance of human resource management as a field of study and as a central management function;

Understand the implications for human resource management of the behavioral sciences, government regulations, and court decisions;

Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element's key concepts & terminology; and

Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.

#### **Module I: Introduction to Human Resource Management**

- The Scope of HRM
  - Human Resources Planning
  - Job Analysis Design
  - Recruitment and Selection
  - Orientation and Induction
  - Training and Development
  - Performance Appraisal
  - Compensation Planning and Remuneration
- Features of HRM

#### **Module II: Staffing**

- Define staffing
- Establish its relationship with Human Resource Management
- Need and importance of staffing
- Steps in the staffing process
- Meaning of recruitment and selection
- Important sources of recruitment
- Steps in the selection process
- Need of training and development
- On the job and off the job methods of training

#### **Module III: Compensation & Benefits**

- Introduction to Compensation
  - Definition of Compensation
  - Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.)
  - Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions,
  - Best Practices vs. Best Fit Options
- Internal Alignment
  - Definition of Internal Alignment
  - Internal Pay Structures
  - Strategic Choices in Internal Alignment Design
  - Internal Structure
- Job Evaluation
  - Definition of Job Evaluation
  - Major Decisions in Job Evaluation
  - Job Evaluation Methods
  - Final Result – Pay Structure
  - various methods of calculation of compensation:
    - ✓ Straight Piece Rate Method,
    - ✓ Flat Time Rate Method
    - ✓ Halsey Premium Bonus Plan
    - ✓ Rowan Premium Bonus Plan
    - ✓ Taylor Differential Piece Rate Method
- Determining External Competitiveness and Benefits Management
  - Definition of Competitiveness
  - Pay Policy Alternatives
  - Wage Surveys
  - Interpreting Survey Results
  - Pay Policy Line
  - Pay Grades Benefits:
    - ✓ Benefits Determination Process
    - ✓ Value of Benefits
    - ✓ Legally Required Benefits
    - ✓ Retirement
    - ✓ Medical, & Other Benefits
- Performance Based Compensation System
- Pay for Performance (PFP):
  - Rewarding Desired Behaviors
  - Designing PFP Plans
  - Merit Pay/Variable Pay
  - Individual vs. Group Incentives, Long Term Incentives.
  - Compensation of Special Groups
  - Compensation Strategies for Special Groups
- Legal & Administrative Issues in Compensation Global Compensation
  - Legal Issues
  - Pay Discrimination
  - Comparable Worth
  - Budgets and Administration:
    - ✓ Recognizing Variations
    - ✓ Social Contract
    - ✓ Culture & Pay
    - ✓ Strategic Choices in Global Compensation
    - ✓ Comparing Systems

- ✓ Expatriate Pay

#### **Module IV: Performance Management**

- The Concept
- Basic Principles of Effective PM
- Features of Effective PM
- Scope of PFM
- Process of PFM
- Keys to High Performance
- Organizational Performance
- Performance Improvement Methodology and Techniques
- Multi source Feedback in PFM
  - Features of Multi source Feedback
  - Merits of Multi-Source Feedback
  - Organization's Readiness to Use Multi-Source Feedback
  - Companies Implementing Multi-Source Feedback
  
- Work Place Privacy
- Work Place Violence
- Empowerment
- Employee Performance Management

#### **Module V: Human Resource Development**

- Introduction to HRD
- Context of HRD
- HRD Process
- Four Stages of HRD Framework
- Coaching
- Mentoring
- Employee Counselling & Wellbeing
- Competency mapping approach to HRD
- Career Planning & Development
- Intellectual Capital Management
- HRD, Organization Learning & Learning Organization
- Diversity HRD ethics and Future of HRD

#### **Module VI: Global Human Resource Management & Future Issues**

- Global Human Resource Management
- Global HR Functions
- Defining Global HRM
- The Need for Global HRM
- Mechanisms of Global HRM Integration
  - Centralization-based mechanisms
  - Formalization-based mechanisms
  - Information-based mechanisms
  - People-based mechanisms
- Four major tasks of Global HRM
  - Staffing policy
  - Management training and development

- Performance appraisal
- Compensation policy.
  
- Problem faced in Global HRM
- Domestic HRM Vs Global HRM:
  
- **Reference Book:**
- The Essential HR Handbook, 10th Anniversary Edition: A Quick and Handy Resource for Any Manager Or HR Professional Book by Barbara Mitchell and Sharon Armstrong

## Course Name: **MARKETING MANAGEMENT**

### Course Code:

### Course Objectives:

- To understand the concepts of marketing management
2. To learn about marketing process for different types of products and services
  3. To understand the tools used by marketing managers in decision situations
  4. To understand the marketing environment

### **Module 1: Introduction to Marketing**

- Marketing Concepts
- Approaches to Marketing - Study Approaches and Functional Approaches
- Marketing Process
- Functions of Marketing.

### **Module 2: Marketing plan & Salesforce**

- Nature, Process and Contents of Marketing Plan
- The changing marketing environment
- Analyzing needs and trends in Macro Environment, Economic Environment, Technical Environment, Political Environment and Socio-cultural Environment
- Sales Forecasting - Methods - Market Research - Scope, Obstacles in acceptance

### **Module 3: Consumer Behavior**

- Factors influencing buyer behavior
- Buyer decision process
- Consumer Psychology
- Industrial Buyer behavior Vs. Domestic Buyer behavior
- Customer satisfactions Vs. Customer delight
- Consumer value and satisfaction

### **Module 4: Competition & Market Segmentation**

- Dealing with competition

- Identification and Analysis of Competitors
- Market segmentation
- Bases for market segmentation of consumer goods
- Industrial goods and services
- Market Targeting and positioning strategies

### **Module 5: Market Evaluation and Controls**

- Types, process
- Obstacles to marketing control
- Marketing Audit
- Marketing Ethics

#### ➤ **Reference Book:**

- Marketing Management - Philip Kotler
- Fundamentals of Marketing - Stanton
- Marketing Management - V.S.Ramaswamy and S.Namakumari
- Principles of Marketing 9th Edition - Philip Kotler and Gary Armstrong
- Marketing - Bovee and John Thill
- Marketing Models - Lilien & Kotler & Moorthy
- Case Studies in Marketing - Indian context - R.Srinivas
- Case study solutions - H.Kaushal
- Marketing Management - Saxena
- Marketing - Gandhi
- Marketing - An Introduction, 5th Ed. - Philip Kotler and Gary Armstrong
- Basic Marketing - William D. Perreault Jr.

### **Course Name: Legal Aspects of Business**

#### **Course Code:**

**Course Objectives:** The objectives of the course are:

1. To sensitize the students as also help they appreciate the overall legal framework within which business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.

### **Module 1: Indian Contract Act - 1872**

- General Principles of Contract Act- Sections 1 TO 75 of the act Introduction
- Essentials of a valid contract,
- Performance and discharge of a contract,
- Remedies on breach of a contract, Quasi contracts, etc

### **Module 2: Specific Contracts**

- Sections 124 TO 238(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc
- Rights & Duties of the respective parties
- Applications in the business world

### **Module 3: Companies act,1956 & Negotiable instruments Act,1881**

- (i) Companies act, 1956.
  - Introduction
  - Formation of a company(M/A & A/A)
  - Prospectus, Meetings, Appointment and removal of directors, etc.
- (ii) Negotiable Instruments Act,1881
  - Negotiable Instruments Act – 1881 – Instruments
  - Types of Negotiable instruments and their essential features
  - Parties to negotiable instruments
  - Discharge of parties from liabilities
  - Dishonor of Cheques due to insufficiency of funds, etc

#### **Module 4: Sales of Goods Act – 1930, Consumer Protection act,1986 & Information Technology act,2000**

- Sale of Goods act,1930-
  - Contract of sale and its features, conditions & warranties, Rights of an unpaid seller, etc.
- Consumer Protection Act, 1986 –
  - Introduction, Consumer & consumer disputes,
  - Consumer protection councils, various
  - consumer disputes redressal agencies.
- Information Technology act,2000
  - Introduction, Digital Signature, Electronic
  - Governance, cyber crimes and remedies.
  - Electronic records, Controlling and certifying
  - authority, cyber regulation appellate tribunals.

#### **Module 5: Intellectual Property Rights(IPRs) & Environmental Laws**

- Intellectual Property Rights(IPRs)
  - Introduction, their major types like Patents,
  - Trademarks, Copyrights, Industrial designs, etc.
  - Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc.
- Environmental Laws
  - Introduction, Major laws like Air pollution, Water pollution, Environment protection,
  - Powers of Central & State Governments
  - Various offences & penalties
  - Role of Judiciary
  - Environment Impact Assessment(EIA), etc.

#### **➤ Reference Book:**

- Prof Akhileshwar Pathak Legal Aspects of Business Tata McGraw Hill 4 th Edition
- S S Gulshan Business Law Excel 3rd Edition
- Ravindra Kumar Legal Aspects of Business Cengage 2009 Edition

## Course Name: Cost and Management Accounting

### Course Code:

**Course Objectives:** (a) To understand the basic concepts and processes used to determine product costs,

(b) To be able to interpret cost accounting statements,

(c) To be able to analyze and evaluate information for cost ascertainment, planning, control and decision making, and

(d) To be able to solve simple cases.

### **Module 1: Introduction to Cost Accounting**

- Objectives and scope of Cost Accounting
- Cost centers and Cost units
- Elements of Cost
- Cost behavior pattern
- Separating the components of semi-variable costs
- Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management.

### **Module 2: Cost Ascertainment (Material & Labor Cost)**

- Cost Ascertainment – (Material Cost)
  - Procurement procedures — Store procedures and documentation in respect of receipts and issue of stock, Stock verification.
  - Inventory control – ABC Analysis, Maximum Level, Minimum Level and Reorder Level
- Cost Ascertainment – (Labour Cost)
  - Labour Cost, Classification of Labour cost
  - Remuneration system
  - Methods of remuneration –Time Rate system, Piece rate system, Incentive wages plans & Halsey Plan

### **Module 3: Direct Expenses and Overheads**

- Direct and Indirect Expenses.
- Overheads – Classification of overheads.
- Allocation & Apportionment of Overheads.
- Absorption of Overheads

### **Module 4: Costing System**

- Unit costing, Job Costing, Batch Costing, Process Costing and Operating Costing System.
- Marginal costing compared with absorption costing,
- Contribution,
- Breakeven analysis and profit volume graph.

## **Module 5: Budget and Budgetary Control**

- Master Budget and Responsibility Accounting.
- Flexible Budgets, Direct cost variance and Management Control
- Flexible Budgets, Overhead cost variance and Management control.
  
- **Reference Book:**
- M. N. Arora A Textbook on Cost and Management Accounting Vikas Publication. 10 th Edition
- Charles T. Horngren Cost Accounting- A Managerial Emphasis Pearson – 14th Edition
- Ravi Kishore Cost Management Accounting Taxman – Latest Edition
- Hilton & Maher Cost Management : Strategies for Business TMH – Latest Edition

## **Course Name: Conflict Management & Negotiation Skills**

### **Course Code:**

**Course Objectives:** Adapt your negotiation and conflict management skills building on your own personal strengths and weaknesses

- Control the negotiation process more effectively by developing an in-depth understand of the key elements of the process
- Improve your confidence to better deal with difficult negotiators and achieve collaborative value adding results
- Expand your range of available negotiating strategies and tactics and your ability to use them effectively
- Plan easily and effectively for every negotiation using a highly effective strategic preparation template
- Mediate your own disputes and negotiations and become a more skilled and effective negotiator and conflict manager.

## **Module 1: Breaking Down the Negotiation Process**

- The Fundamental Requirements of Negotiation
- Power Dispersal and the Development of Negotiation Theory
- Causes of Organisational Conflict
- Conflict Escalation and Steps to Prevent It
- Managing Conflict – The Five Primary Strategies
- The Dichotomy of Negotiation – Competing and Cooperating
- Gaining Personal Insight - Negotiation Style Assessment
- Negotiation as a Mixed Motive Process

## **Module 2: Implementing Practical Negotiation Strategies**

- Effective Practical Negotiation Strategies
- Competitive Value Claiming Negotiation Strategies – Cutting the Pie
- BATNA, Reserve Point, Target Point
- Opening Offers, Anchors, Concessions
- Cooperative Value Creating Negotiation Strategies – Baking a Bigger Pie
- Identify Interests, Information, Diagnostic Questions & Unbundling Issues
- Package Deals, Multiple Offers and Post-settlement Settlements



- Categorizing Negotiation Outcomes

### **Module 3: Preparation Templates, Sources of Power & Key Mediation Techniques**

- Preparation Template - Planning to Negotiate
- Internal & External Preparation, Synthesis and Situation Assessment
- Identifying and Leveraging Negotiating Power
- Mediation in Context – Negotiation, Mediation, Arbitration and Litigation
- Mediation as a Facilitated Negotiation
- Practical Mediation Techniques to Resolve Disputes
- Dealing with Confrontational Negotiators

### **Module 4: Communicating to Maximize Negotiation Effectiveness**

- Communication Style – Packaging Information for Maximum Influence
- Active Listening Skills in Negotiation
- Communicating through Body Language
- Interpreting Body Language and Nonverbal Behaviour
- Communicating within Negotiation Teams
- Improving Negotiation Team Performance
- Ethics and Negotiation

### **Module 5: International and Cross Cultural Complexities**

- What is culture and how does it affect negotiating norms?
- Hofstede's Cultural Dimensions
- Advice for Cross Cultural Negotiations
- Unique Features of International Agreements
- Building a Deal – What to Remember?
- Applying Learning to a Range of Organisational Situations
- Summary – Building a Better Negotiating Organisation

#### ➤ **Reference Book:**

- “HBR Guide to Dealing with Conflict (HBR Guide Series)” by Amy Gallo
- “Negotiating the Nonnegotiable” by Daniel Shapiro
- “Difficult Conversations: How to Discuss What Matters Most” by Roger Fisher and Douglas Stone
- “Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts” by Malhotra

# **Bachelors for Business Administration Common**

## **CURRICULUM & COURSE CONTENT FOR BBA COMMON –**

### **SECOND YEAR**

#### **SEM-IV**

**Course Name:** Entrepreneurship Development

**Course Code:**

**Course Objectives:** After the completion of the course, the students will be able to:

1. Have the ability to discern distinct entrepreneurial traits
2. Know the parameters to assess opportunities and constraints for new business ideas
3. Understand the systematic process to select and screen a business idea
4. design strategies for successful implementation of ideas
5. write a business plan

#### **Module I: Introduction to Entrepreneurship**

- Role of the entrepreneur in India and around the globe
- Forces that are driving the growth of entrepreneurship;
- Benefits and drawbacks of entrepreneurship;
- Mistakes of entrepreneurship and how to avoid them;
- Entrepreneurial failure.

#### **Module II: Overview of business and its functioning**

- Business and industry
- Components of macro and micro business environment
- Business Idea and Feasibility
  - Creativity, innovation and entrepreneurship; mental locks" that limit individual creativity; steps in the creative process;
  - Techniques for improving the creative process;
  - Protection of intellectual property involving patents, trademarks, and copyrights

#### **Module III: Strategic Management and Forms of Business ownership**

- Importance of strategic management to a (small) business;
- Understanding competitive advantages;
- Steps in the strategic planning process;
- basic strategies:
  - Low-cost, differentiation, and focus;

- Balanced scorecard in the planning process
- Advantages and the disadvantages of the three major forms of ownership: the sole proprietorship, the partnership, and the corporation.
- Types of franchising: trade name, product distribution, and pure.
- Major trends shaping franchising.

## **Module V: Building the business plan**

- Marketing considerations
  - Marketing concept and evolution;
  - Marketing process;
  - Guerilla marketing
- Foundations of New Venture Finance
  - Understanding capital requirements;
  - Identifying the sources of finance;
  - Angel investing and venture finance;
  - Managing cash flow
- Creating the Organization: structure and design
  - Forms of organization structure;
  - Factors contingent on organizational structure and design
- Crafting a winning business plan
  - Need and importance of business plan;
  - Elements of a solid business plan

## **Module VI: Technical entrepreneur and The E-entrepreneur**

- Process of creating and growing high potential ventures;
- Basic approaches to launch an e-commerce effort
- Intrapreneurship - Concept and importance in corporate environment.

### **➤ Reference Book:**

- Entrepreneurship: Strategies and Resources, 3/E -: Marc Dollinger; Prentice Hall
- Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall
- Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall

### **ONLINE RESOURCES**

- <http://ediindia.ac.in/e-policy/> [ Entrepreneurial Policy India]
- [http://en.wikipedia.org/wiki/List\\_of\\_venture\\_capital\\_companies\\_in\\_India](http://en.wikipedia.org/wiki/List_of_venture_capital_companies_in_India) [Venture Capital]
- [indiavca.org/venture-capital-in-india.html](http://indiavca.org/venture-capital-in-india.html) [Venture Capital]
- [www.indianangelnetwork.com/](http://www.indianangelnetwork.com/) [ Angel Investing]
- [www.startbizindia.in/angel\\_investors\\_india.php](http://www.startbizindia.in/angel_investors_india.php) [ANGEL INVESTING]
- <http://www.mensxp.com/work-life/entrepreneurship/21253-51-most-successful-entrepreneurs-ofindia-p1.html> [ Successful Entrepreneurs]
- [economictimes.indiatimes.com/...of...entrepreneurs/.../20912945.cms](http://economictimes.indiatimes.com/...of...entrepreneurs/.../20912945.cms) [ Leadership]
- <http://edition.cnn.com/2013/06/25/tech/innovation/frugal-innovation-india-inventors/> [ Innovation]

- [www.bplans.com/](http://www.bplans.com/) [ BUSINESS PLAN]
- [www.entrepreneur.com/businessplan](http://www.entrepreneur.com/businessplan) [ BUSINESS PLAN]

**Course Name:** Leader Skills and Managerial Effectiveness

**Course Code:**

**Course Objectives:** After completing this course, participants should be able to:

1. Understand the fundamental aspects of managing and leading organizations
2. Examine the behaviors and traits of both effective managers and leaders
3. Examine relevant issues in applied management and leadership; including ethics, globalization, and strategic management.
- 4.

### **Module 1: Introduction to Leadership & Management**

- Leadership and Leadership Effectiveness
  - Understand behaviors exhibited by successful Leaders
  - Provide tools and techniques to improve your Leadership skills
  - Understand that Leadership is a complex and sometimes messy subject
  - Learn that Leadership qualities tend to be behavioral in nature, are difficult (but not impossible) to learn, and are difficult to measure
- The Nature of Management
  - Recognize the types of activities, roles, and responsibilities that are typical of those in management positions.
  - Understand the challenges faced in your day-to-day job.
  - Learn techniques to help you cope with the pressures you face i.e. time management and problem-solving.
  - Compare the similarities and differences in the roles of managers and leaders

### **Module 2: Managerial & Leadership Skills**

- Managerial Traits and Skills
  - Understand what traits and skills lead to effective leadership
  - Increase understanding of managerial and leadership behaviors
  - Describe how traits and skills are affected by context e.g., organizational type, location, size, etc.
  - Understand how traits and skills effect management performance
- Basic Leadership Skills
  - Understand why experience is the best teacher
  - Recognize how to listen & communicate effectively
  - Understand how to be assertive
  - Understand the importance of feedback
  - Recognize the importance of, and know techniques for, developing relationships with peers and superiors
  - Have an improved understanding of goal setting
- Advanced Leadership Skills
  - Understand various aspects of delegation
  - Learn conflict resolution strategies

- Improve understanding related to negotiation
- Learn problem-solving skills
- Learn team building techniques related to peer teams and executive teams
- Learn about the importance of credibility in leading teams
- Increase understanding related to empowerment and its effect on team performance

### **Module 3: Strategic & Ethical Leadership**

- Strategic Leadership
  - Define strategic leadership
  - Integrate leadership and the strategic process
  - Link personal and organizational missions and visions
  - Become a better strategic leader
- Ethical Leadership
  - Understand the characteristics of ethical leaders
  - Recognize why ethical leadership is important
  - Analyze the role of power in ethical leadership
  - Become an ethical leader

### **Module 4: Culture and Leadership**

- Understand global leadership
- Recognize how cultures differ in their approaches to leadership
- Develop Cultural Intelligence

### **Module 5: Final Thoughts on Leadership**

- Understand more about servant leadership
- Recognize the role of courage in leading
- Possess a big picture view of leadership
- Recognize a Level 5 leader

#### ➤ **Reference Book:**

- Leadership Development, by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012
- Leading Minds: An Anatomy of Leadership, by Howard E. Gardner and Emma Laskin, 2011
- The Leadership Pipeline: How to Build the Leadership Powered Company, by Ram Charan, Stephen Drotter, and James Noel, 2011

**Course Name:** Project management

**Course Code:**

**Course Objectives:** 1. To make them understand the concepts of Project Management for planning to execution of projects.

2. To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.

### **Module 1: Introduction to Project Management**

- Defining “project management”
- Exploring opportunities in the project management field
- Developing project management skills
- Categorizing different types of projects
- Understanding the difference between projects and programs

### **Module 2: Planning & Implementing project**

- Planning Your Project
  - Planning a project
  - Identifying and delivering on your client’s priorities
  - Managing stakeholders
  - Developing a project management plan
  - RACI Matrix
  - Preventing ‘scope creep’
  - Assessing the feasibility of a project
  - Identifying and managing risks
- Implementing Your Project
  - Entering into a contract
  - Managing a project
  - Setting up a project database
  - Creating an effective work schedule
  - Monitoring a project
  - Conducting effective meetings
  - Managing change
  - Addressing problems

### **Module 3: Project Management Techniques**

- Identifying organisational structures
- Estimating costs and budgeting
- Using critical path project management tools (WBS, Gantt chart, Project Network Diagram)
- Establishing the critical path
- Tracking project milestones
- Using the programme evaluation and review technique (PERT tool)
- Using process improvement tools (Fishbone, SIPOC)
- Managing time
- Controlling quality

### **Module 4: Business and Financial Issues**

- Understanding the importance of a business case

- Developing a business case
- Identifying project costs
- Calculating return on investment (ROI)
- Calculating a payback period
- Determining net present value (NPV)

## **Module 5: Project Cycle & People in Project**

- Identifying the life cycle of a project
- Handing over a project
- Closing a project
- Reviewing a project
- Assembling your project team
- Planning resources for your project team
- Managing your project team
- Managing conflict within your team
- Communicating effectively
- Providing leadership and fostering teamwork

## **Module 6: Your Career in Project Management**

- Progressing through different project management positions
- Breaking into official project management
- Creating your cover letter and curriculum vita
- Networking
- Interviewing
- Advancing in your career
- The next step after project management

### ➤ **Reference Book:**

- The art of project management Book by Scott Berkun
- Project Management Absolute Beginner's Guide Book by Greg Horine
- Brilliant Project Management: What the Best Project Managers Know, Do and Say Book by Rob Cole and Stephen BARKER

## **Course Name: Small Business Management**

### **Course Code:**

### **Course Objectives:**

1. Provide the student with an understanding of the advantages and disadvantages of owning/operating a small business.
2. Provide the student with the necessary tools to develop a business plan.

3. Provide the student with insight about procuring cost effective business equipment and supplies.
4. Introduce student to both the ethical and legal framework of small business.
5. Introduce student to the legal forms of business organization.
6. Provide the student with an appreciation of small business management.

### **Module 1: Introduction**

- Small Business: Its Opportunities and Rewards
- Small Business Entrepreneurs Characteristics & Competencies
- Small Business Environment
- Small Business Ideas: Creativity, Opportunity, and Feasibility

### **Module 2: Small Business Strategies**

- Small Business Entry: Paths to Part – time Entrepreneurship
- Small Business Entry: Paths to Full – time Entrepreneurship
- Business Plans: Seeing Audiences and Your Business Clearly

### **Module 3: Small Business Marketing**

- Small Business Marketing
- Small Business Promotion
- Small Business Distribution & Location
- Marketing Plans

### **Module 4: Small Business Accounting**

- Cash: Lifeblood of the Business
- Small Business Finance
- Assets: Inventory & Operations
- Small Business Protection

### **Module 5: Legal Issue & Human Resource**

- Legal Issues of Small Business
- Human Resource Management in small business
  
- **Reference Books:**
- Small Business Management Hardcover – 26 September 2013 by Leslie Palich (Author), Frank Hoy (Author), Justin G. Longenecker (Author), J. Petty (Author).



**Course Name:** Digital Marketing & E – Commerce

**Course Code:**

**Course Objectives:** The Course aims to provide an insight into the dynamic and exciting industry that is digital marketing and e-commerce.

### **Module 1: Introduction to E-commerce**

- Definition of E-Commerce
- E-Commerce Categories
- Benefits of E-commerce
- Interesting Facts and Statistics
- Advantages & Disadvantages of E-commerce

### **Module 2: Introduction to Digital Marketing**

- What is Digital Marketing
- Why use Digital Marketing
- Who uses Digital Marketing
- What do digital marketers do?

### **Module 3: Reasons to consider a career in digital marketing and e-commerce**

- Where to work in digital marketing
- Digital disciplines
- Preparing for a job in digital marketing or e-commerce

### **Module 4: Finding and getting the job you want**

- The importance of research
- Where to look for the job you want
- Applying for and securing the job

### **Module 5: Managing your career**

- Keep a record of your achievements
- Create a career development plan
- Identify what roles you might like to do in the future

#### **➤ Reference Books:**

- Risk Management for meeting and events by Julia Rutherford silvers
- Event Risk Management and Safety (The Wiley Event Management Series) by Peter . E. Tarlow

# **Bachelors for Business Administration in Hospital Management**

## **CURRICULUM & COURSE CONTENT FOR HOSPITAL**

### **MANAGEMENT – Third YEAR**

#### **SEM-V**

**Course Name:** Medical Terminology

**Course Code:**

**Course Objectives:**

The basic objective of this course is to understand the basic importance of medical terms into their component parts. Analyze and spell words correctly. Applying the words from singular to plural form. Analyzing a medical report displaying use of medical terms. Identify combining forms, prefixes, suffixes and terminology associated with each of the body systems.

#### **Module 1: Introduction to medical terminology**

- Basic Word Structure
- Methods that can aid in learning and remembering words
- Methods used in dividing a word into its component parts

#### **Module 2: Suffixes**

- General medical suffixes
- Suffixes used to indicate pathological conditions, diagnostic procedures, and surgical procedures

#### **Module 3: Prefixes**

- General medical prefixes
- Direction and position, negative prefixes
- Prefixes referring to numbers & those that have same meanings

#### **Module 4: Body Systems I**

- Medical terms that relate to body organization

#### **Module 5: Body Systems II**

- Study of medical terms related to nervous system
- Study of medical terms related to respiratory system
- Study of medical terms related to Urinary system
- Study of medical terms related to reproductive system
- Study of medical terms related to integumentary system

#### **➤ *Reference Book:***

- Davies, Juanita. Essentials of Medical Terminology. 3rd edition. New York. Delmar. 2008
- Mastering Medical Terminology by Sue Walker Aug 2020

- Quick & Easy Medical Terminology by Peggy Leonard Feb 2019

## **Course Name: Hospital Operations Management**

### **Course Code:**

**Course Objectives:** The objectives of the course are to enable students to have a good understanding of operations management and to develop capability in them to use these techniques for day to day managerial activities in hospitals.

### **Module 1: Basic Overview**

- Definition of Hospital
- Overview of Professional service units of a hospital (clinical and non clinical)

### **Module 2: Management development**

- Concept of Professional management
- Management of Indian hospital-challenges and strategies
- Modern Techniques of hospital management
- Operation concept- use of models
- Health services research & formalized managerial methods

### **Module 3: Hospital Planning**

- Hospital Planning-concept
- Guiding principles in planning hospital facilities & services
- Planning the hospital building
- Stages in planning
  - Finance, Location, Need assessment survey of community
  - factors determining site, legal requirements, design consideration
  - Project management & implementation, Gantt Chart
  - Planning the operational units, engineering, lighting

### **Module 4: Organization of the hospital**

- Management structure Governing body
- Hospital committees and hospital functionaries
- Duties and responsibilities of various levels of management

### **Module 5: Hospital Operational management**

- Management of Quality Assured services of professional service units of hospital.

#### **➤ *Reference Books***

- Hospital facilities planning & management, Gd Kunders—TMH
- Principles of hospital administration & planning, BM Shakharkar—JAYPEE
- Hospital administration, DC Joshi & Mamta Joshi—JAYPEE

- Essentials for Hospital support services and physical Infrastructure, Madhuri Sharma—JAYPEE
- The hospital administrator, MA George---JAYPEE
- Hospitals and Nursing homes planning, organizations and management, Syed Amin Tabish—JAYPEE
- Hospital administration , CM Francis & Mario C Desouza---JAYPEE

## **Course Name: Medical Records Management**

### **Course Code:**

**Course Objectives:** The core aim is to train students how to manage health data in various forms. Individuals learn certain functions and procedures such as analyzing records, ensuring compliance with laws, making reports, and ensuring accuracy of data; to store and classify medical records. Students are trained to analyze data and determine the appropriateness of medical services that are given to patients.

### **Module 1: Role of MR in health care delivery**

- Definition
- Types of MR
- Importance of MR
- Flow chart of function
- Assembling & deficiency check

### **Module 2: Characteristics of MR**

- Format types of MR
- Ownership of MR
- Maintenance of records in the ward
- Content of MR

### **Module 3: Filing Methods, Storage, Retention**

- Coding, Indexing, Filing
- Computerization of MR
- Microfilming, Hospital statistics
- International Classification Of Disease (ICD)
- Process of arranging medical records
- Retention and Disposal Of Medical records

### **Module 4: Organization & management of MRD**

- Role of MRD personnel
- Legal aspects of MR (Medico legal cases) - Factories Act, Workmen Compensation Act & Consumer Protection Act
- Ethical aspects of MR

### **Module 5: Medical Audit**

- Procedures of Medical Auditing & its importance
- Government Regulations & requirements.

➤ **Reference Books**

- Medical Records Organization and Management, GD Mogli—Jaypee
- Hospital Administration, Tabish- O.U.P.
- Principles of Hospital Administration & Planning, B.M.Sakharkar-Jaypee
- Hospital Administration & Management, C.M. Francis & D'Souza- Jaypee
- Management of Hospitals — Goel & Kumar. (Deep & Deep).

**Course Name:** Inventory Control & Purchasing Management

**Course Code:**

**Course Objectives:** On completion of this course, the students will be able to apply various purchasing method and inventory controlling techniques into practice. Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing

**Module 1: Materials & Purchase Management**

- Materials Management
  - Overview, the modern concept, scope and objective
  - Special features of materials management applied to hospitals
- Purchase Management
  - Purchasing function
  - Purchasing cycle
  - Negotiation in purchasing
  - Purchasing documents
  - Legal aspects of purchasing

**Module 2: Hospital Inventory Management**

- Definition of inventory
- Need of control, objectives of inventory control, scope & importance, impact on profitability of the organization, different types of hospital Inventories.
- Cost associated with inventories
- Selective inventory controls
  - concept of selective inventory control
  - basis and use of different types of selective controls-ABC, VED, HML,FSN,SDE, GOLF,SOS, XYZ. Multiple basic approach to selective inventory control (MBASIC) approach to drugs

**Module 3: Economic order quantity (EOQ)**

- Derivation of EOQ formula
- Reasons to modify EOQ to suit to real life situations
- Effect of quantity and price discounts on EOQ
- Just in time Lead-time analysis
- Effect of long lead-time on costs and profitability
- Elements of lead-time
- inventory models: safety stocks, fixation of re-order level and desired inventory level, designing of Q and P models of inventory control

**Module 4: Supply Chain Management (SCM)**

- Concept of SCM, components
- Hospital supply chain management, global competitive scenario
- Hospital Stores Organization Objective, function, relevance and importance of store keeping

- Duties and responsibilities of store keeper, elements of good stores organization  
stores organization in hospitals: centralized and decentralized stores

### **Module 5: Store Management**

- Stores layout
  - principles for building designs for stores
  - factors influencing stores layout, storage facility, bin location
- Stock accounting and stock recording
- Different methods of stock verification, investigation of discrepancies, reconciliation, stock adjustment, write off and stock valuation
- Standardization and codification
- Documents used in the material function
  
- **Reference Books**
- Shakti Gupta, Sunilkanth – Hospital Stores Management, Jaypee Brothers
- Srinivasan A.V. (ed), Managing a modern hospital, Chapters 6, 7, 8, 9, Response Books, New Delhi, 2000
- Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi, 1997
- Gopalakrishna, P., Purchasing and Materials Management, Tata MC.Graw Hill, New Delhi, 1995

**Course Name:** Hospital & Health System

**Course Code:**

**Course Objectives:** Course objective is:

- To develop young managers for managing healthcare organization
- To provide intensive and practical knowledge of hospital management
- To build knowledge, develop skills and expose students to real work situations in hospital and healthcare institutions
- To make young dynamic people to face managerial actions in hospital set-up

### **Module 1: Hospital & Health Care Policy & Planning**

- Introduction to Health & Medical care policy
- Ends & means-Health for whom - delivered by whom
- Decision making in health care - process of policy formulation.

### **Module 2: Hospital and Health Sector Reforms**

- Introduction to causes & consequences of reforms
- An analytical approach to health sector reforms
- Comprehensive policy analysis
- Data needs and preconditions
- Various models of health sector

### **Module 3: National Health Policy & Future Agenda**

- Historical perspectives
- The health policy goals
- The policy environment & consequences of reforms
- Framework for newer health care policy settlements

### **Module 4: Integration of Planning With Action**

- Process, structure and functions of planning
- Management analysis
- Health systems research in relation to planning
- Health & hospital services programme evaluation-SWOT analysis
- The Planning Process
- Community involvement & people participation in planning

### **Module 5: Medical and Clinical Audit - Towards Quality**

- Nature of quality
- Traditional methods in the management of quality
- Developments in managing health/medical care quality
- Variants of audit Security and procedures

#### ➤ **Reference Books**

- William A. Reinke - Health Planning For Effective Management -, Oxford University Press - 1988. 2
- Peter Berman - Health Sector Reform in Developing Countries - Harvard University Press, 1995.
- Column Paton - The health care Agenda in a British political contact - Chapman & Hall Publication (Madras) - 1996
- Carolyn Semple - Piggott, Business Planning for health care management – U.K Open University Press – Sep 2000
- Blane, David, Brunner, Eric - Health and Social organization: Towards a health policy for the 21st century — Calrendon Press – 1997.

## ➤ SEM-VI

**Course Name:** Health Insurance

**Course Code:**

**Course Objectives:** To provide an insight into the principles and practices of health insurance  
b. To provide an overview and understanding of the Indian Insurance Industry in the global set-up  
c. To give a strong foundation on the fundamentals of Insurance concepts and the regulatory environment for health insurance  
d. To give an in-depth understanding of the economics, marketing and operational principles of health insurance  
e. To expose the candidates to the principles and practices of General Insurance

### **Module 1: Fundamentals of Insurance**

- Introduction to Risk
- Principles of insurance - Practices in Life/ General Insurance
- Legal Foundations of Insurance
  - Special features of insurance contracts
  - Legal principles that apply in insurance contracts
- Pension health and group insurance
- Financial marketplace and insurance

### **Module 2: Health Insurance**

- Healthcare - Systems, Services, Industry
- Introduction to Human anatomy & Physiology
- Concept of Risk Management
- Health Insurance - Models and Operating Environment
- Health Insurance Underwriting Principles and practices
- Health Insurance Products

### **Module 3: Health Insurance Practice**

- Health Insurance in India
- Health Insurance Practice
- Regulatory and legal aspects of health insurance

### **Module 4: Health Insurance Marketing and Operations**

- Marketing and Distribution of Health Insurance Products

### **Module 5: Health Insurance Claims Management**

- Introduction to relation of Human Anatomy with diseases and Health Care System
- Claims Management in Health Insurance
- Role of Third Party Administrators in Health Insurance Claims
- Provider Network Management

#### ➤ **Reference Books**

- Black, Kenneth Jr. & Harold Skipper Jr. (2000): Life and Health Insurance, 13th edition, Prentice Hall. (Modules - 2 & 4)
- Health Insurance Association of America (2001): Health Insurance nuts and bolts, Study Guide part B, American Health Insurance Plans, Washington DC., Health Insurance Association of America. (Modules - 2 & 4)



- Wickman, J. M. (1965): Evaluating the Health Insurance Risk, National Underwriter Co. (Module -2)

## **Course Name: Clinical Law and Medical Ethics**

### **Course Code:**

**Course Objectives:** The aim of the course is to enable students to have an understanding of all those laws which are applicable on health care delivery systems and hospital and a good understanding of medical ethics.

### **Module 1: Introduction**

- Introduction to law, Sources of law
- Contract and antitrust – Purpose of contract – Types of contracts – Legality of object – Conditions – Remedies – Contracts of Adhesion – Employment contracts
- Restraint of trade
- Civil procedure and trial practice
- Discovery and examination before trial
- Memorandum of law – Evidence – Jury deliberation and determination
- Damages – Appeals – Execution of judgments
- Corporate liability
- Authority of health care corporation
- Duties of healthcare corporations

### **Module 2: Personnel**

- Medical staff – Organization – Privileges – Bylaws – Reappointments
- Physician-patient relationship
- Nursing and law – Practice of nursing – Nurse licensure – Nurse practice roles
- Liability by departments and health care professionals
- Ambulatory care centers – Emergency departments
- Certification of Health care professionals – Licensing Health care professionals

### **Module 3: Information Management and Informed consent**

- Introduction
- Managing information
- Patient consent – Consent definition
- Patient self determination act – Proof of consent – Refusal of treatment – Statutory consent – Consent and judicial intervention – Defense and failure to inform
- Legal reporting requirements – Child abuse – Communicable diseases – Births and deaths – Risk management and incident reporting

### **Module 4: Protection**

- Issues of Procreation
- Circuit and district court decisions
- Wrongful birth, life, and conception
- Patient rights and responsibilities – Patient rights – Admission – Discharge – Transfer – Patient bill of rights
- Patient responsibilities – Patient Advocacy
- Acquired immune deficiency syndrome – AIDS and health care workers – AIDS and the right to know – The right to treatment

- News media and confidentiality – Negligence – Occupational safety and health act.

### **Module 5: Ethics**

- Health care ethics – Ethics committee
- End of life issues - Organ donations
- Malpractice insurance - Insurance policy
- Liability of professional – Medical Liability Insurance – Self insurance – Medical staff insurance coverage
- Labour relations – Unions and health care organization – Labour rights – Patients rights during labour disputes
- Employment discipline and discharge – Public policy issues – Interference with employment activities
  
- **Reference Books**
- George D Pozgar, “Legal Aspects of Health Care”, Ninth edition, Jones and Bartlett Publishers, Inc, 2012
- Dana C Mcway, “Legal Aspects of Health Information Management”, Thomson Delmar Learning, Second Edition, 2009
- E-book - <https://www.slideshare.net/NcDas/legal-aspect-of-medical-care>

**Course Name:** Hospital Emergency Disaster Management

**Course Code:**

**Course Objectives:** The course objective is to enhance health care personnel, both administrative and clinical, to be prepared and respond to mass casualties’ incident. This will enable hospitals and healthcare facilities in general to develop a well designed major incident plan and its testing methodology.

### **Module 1: General concepts of hospital disaster management**

- General concepts of hospital disaster management
- External or Internal disaster management
- Goals of hospital disaster management
- Departments for functional hospital disaster management
- Defined pre-incident and post incident response
- Multidisciplinary approach

### **Module 2: Risks/ hazards in a hospital and Preparedness**

- Hazard identification
- Objective measure of risks/hazards
- Planned emergency procedures
- Activation of clear incident management hierarchy
- Implementation and the training of these key players and personnel
- Evaluation procedure for assessing the response following each incident

### **Module 3: Response**

- Four response plans
  - Reception plan

- Evacuation plan
- Relocation plan
- Isolation plan
- Response: from theory to practical implementation

#### **Module 4: Business continuity planning (BCP) as a component of the HIMS**

- Purpose of BCP
- Recovery following response or BCP
- Education, training, drills, and research

#### **Module 5: Education, training, drills, and research**

- Two goals of disaster education
  - Prevention
  - Mitigation
- Conclusion

#### **➤ Reference Books**

- Lynn M, Gurr D, Memon A, Kaliff J. Management of conventional mass casualty incidents: Ten commandments for hospital planning. J Burn Care Res. 2006;27(5):649-658.
- Auf der Heide E. The importance of evidence-based disaster planning. Ann Emerg Med. 2006;47(1):34-49.
- Traub M, Bradt DA, Joseph AP. The surge capacity for people in emergencies (SCOPE) study in Australasian hospitals. MJA. 2007;186(8):394-398
- Born CT, Briggs SM, Ciraulo DL, Frykberg ER, Hammond JS, Hirshberg A, Hirshberg A, Lhowe DW, O'Neill PA. Disasters and mass casualties: I. General principles of response and management. J Am Acad Orthop Surg. 2007;15(7):388-396

### **Course Name: Support, Utility & Clinical Services**

#### **Course Code:**

**Course Objectives:** To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical and non clinical services in a hospital.

#### **Module 1: Overview of general management concepts of hospital**

- Hospital operations management
- role and decisions
- Difference of hospital operations from other service and manufacturing organizations.

#### **Module 2: Out Patient Services**

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

#### **Module 3: In Patient Services**

- Nursing service and ward management

- critical care services – ICU, CCU, NICU
- medical services, surgical services
- operation theater, nuclear medicine, burn unit
- nursing services and administration

#### **Module 4: Speciality Services**

- Pediatrics
- OBG & GYN, ENT
- Ophthalmology
- Orthopedic
- Psychiatry
- Anesthesia
- Dental

#### **Module 5: Super-speciality Services**

- Cardiology
- Thoracic Surgery
- Neurology
- Neurosurgery
- Nephrology- Dialysis Unit
- Transplantation Services

#### **Module 6: Support Services**

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

#### **Module 7: Utility Services**

- Housekeeping
- Hospital Engineering and Maintenance
- Biomedical Department
- Central Stores and Purchase Department
- Medical Records-confidentiality of records
- reception, enquiry, registration and admission
- central billing and accounts
- Cafeteria/canteen
- Mortuary

#### **Module 8: Miscellaneous**

- Hospital Acquired Infection (HAI)- Committee formation and reporting
- Fire safety in a hospital

- classification of fire, procedure for evacuation
- Telemedicine
  - Introduction
  - Importance
  - practice guidelines-protocols & Standards as per NMCN.

## Course Name: Analysis of Health Information Data

### Course Code:

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

- Module 1: Data Governance and Standards Information Governance**
- Classification Systems
  - Health Record Content and Documentation
  - Types of support and utility services

### **Module 2: Data Management**

- Data Governance
- Secondary Data Sources

### **Module 3: Information Protection: Access, Disclosure, Archival, Privacy, and Security**

- Health Law
- Data Privacy, Confidentiality, and Security
- Release of Information

### **Module 4: Informatics, Analytics, and Data Use**

- Health Information Technologies
- Information Management Strategic Planning
- Analytics and Decision Support

### **Module 5: Information Statistics, Research, Exchange and Quality**

- Health Care Statistics
- Research Methods
- Consumer Informatics
- Health Information Exchange
- Information Integrity and Data Quality

#### ➤ **Reference Books**

- Healthcare Analytics: From Data to Knowledge to Healthcare Improvement (Wiley Series in Operations Research and Management Science) 1st Edition
- Healthcare Data Analytics-June 2015- Authors-Chandan K. Reddy, Charu C. Agarwal





