

MBA (Hospital & Health Care Management) Part-II Sem-III

2301-PROJECT PLANNING AND ANALYSIS FOR HEALTHCARE

Course Overview

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. The basic purpose of this course is to understand the framework for project and their planning and management in the review of the projects undertaken. At the end of the course the students should able to-(1) Understand the concepts of project management. (2) To familiar the concepts cost planning. (3) Learn the concepts of sensitivity analysis.

GROUP-I:

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle for health care centres; Steps in Project Planning; Generation and Screening of Project Ideas- Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Market and Demand Analysis for health care services- Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; Technical Analysis for health care centres- Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; Project Costing and Finance for hospitals: Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

GROUP-II:

Project Appraisal for Hospitals: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)- Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Hospital Project Management: Need for Project Management, Project Management Framework, forms of project organization, project control, human aspects of project management, prerequisites for successful project implementation; Network techniques for Hospital project management: Development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis

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 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.

Texts and Readings:

- Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.
- Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
- United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
- Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st 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.
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As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (Hospital & Health Care Management) Part-II Sem-III
2302-STRATEGIC MANAGEMENT POLICY FORMULATION

Course Overview

The objective of this course is to have a good understanding of Strategic Management as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business related and general decision for problems.

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate business strategic; (2) analyse the business problems, and (3) learn about firm's product-market position, inter-linked business, weaknesses of the business.

GROUP-I:

Defining Strategic Management: Characteristics of Strategic Management, Types and Hierarchy, the Strategic Management Model and Process. Vision and Mission: Importance of Mission and Vision Statements, Writing a Mission Statement. Environmental Scanning: Internal and External Environment. External Audit: Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces. Competitive Analysis: Porter's Five Forces Model, The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix. Internal Audit: Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, operations, Research and Development, Management Information System. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

GROUP-II:

Strategies in Action: Setting Organizational Objectives. Types of Strategies- Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies. Strategy Analysis and Choice: Strategy - Formulation Framework - The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage - The Quantitative Strategy Planning Matrix (QSPM). Implementing Strategies: Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive Culture. Marketing, Finance, R&D, MIS Issues in Strategy Implementation. Strategy Review and Control.

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 class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing 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 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 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.

Texts and Readings:

- Lawrence, R.J. and William F. G. (5th Edition). *Business Policy and Strategic Management*. McGraw-Hill.
- John, A.P. and Robinson, R.B. (2011). *Strategic Management*. A.I.T.B.S. Publications, Delhi, 3rd Edition.
- Fred, R.D. (2005). *Strategic Management - Concepts and Cases*, Pearson Education, 10th Edition.
- Pearce, J.A., Robinson, Jr., Richard, B. and Mittal, A. (2004). "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
- Wheelen, T.L., Hungerford J. and Krish, R. (2005). *Concepts in Strategic Management and Business Policy*. Pearson Education, India.
- David, R.F. (2008). *Strategic Management- Concepts and Cases*. Pearson Education, India.
- Hill, C.W.L. and Jones, G.R. (2006). *An Integrated Approach to Strategic Management*. Cengage Learning.
- Thompson, A.A. Jr., Strickland, A.J. (1998). *The Quest for Competitive Advantage: Concepts and Cases*. TMH, New Delhi.
- Pitts, R.A. and Lei, D. (2012). *Strategic Management Building and Sustaining Competitive Advantage*. Thomson, India.

Scheme of Examination:

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- 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. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Hospital & Health Care Management) Part-II Sem-III

2303-LEGAL AND INSURANCE ASPECTS IN HEALTH CARE MANAGEMENT

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the business legal and insurance aspects in health care management.

At the end of the course, the students should be able to - (1) Legal Implications in Medical Emergencies; (2) the concept of Living Will. Health Care and Laws; and (3) learn about The Indian Contract Act, 1872: Nature and kinds of contracts, Offer and Acceptance, Consideration, Capacity to Contract.

GROUP-I:

Medical negligence. Legal Implications in Medical Emergencies; Euthanasia its types and the international & national Perspective; the concept of Living Will.

Health Care and Laws: Introduction, overview and features of laws related to healthcare – Transplantation of Human Organs and Tissues Act, 1994, The Drugs and Magic Remedies Act, 1954, Registration of Birth and Death Act, 1969, PNDT Act (Pre-Conception and Pre-Natal Diagnostic Techniques Act, 1994) and MTP Act (Medical Termination of Pregnancy Act 1971).

The Indian Contract Act, 1872: Nature and kinds of contracts, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object and Consideration, Void Agreements, Contingent Contracts, Discharge of Contracts, Remedies for Breach of Contract, Quasi Contract, Contracts of Agency.

GROUP-II:

Principles of Insurance, Types of Insurances, Evolution of insurance in India, Health Insurance for Individual & Group: Standard/Individual, Floater, Group Health insurance. Critical illness, Cancer Insurance, Cradle care insurance, Road safety Insurance. Coverage's, Exclusions, limitations, terms & conditions. Special problems in Health Insurance, Rashtriya Swasthya Bima Yojna, Medi-claim Scheme, Health Insurance Premium, Penetration and Problem in Coverage, Universal health insurance , Third Party Administrator. Insurances for Hospital/Medical establishments, Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Liability insurance for hospitals, Contemporary issues in Health Insurance, Changing market structure and emerging opportunities, reforms and emerging economic environment for Insurance.

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 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.

Texts and Readings:

- A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
- William S. Stenens: Health Insurance - Current Issues and Background, Nova Publishers.
- M.N. Mishra and S.B. Mishra: Insurance - Principles and Practice, Sultan Chand and Sons.
- T. Mahundran: Health Insurance Sector in India, Abhijit Publications.
- Tom Sorell (ed.): Health Care, Ethics and Insurance, Routledge publications.
- Emmett J. Vaughan & Theresa Vaughan: Fundamentals of Risk and Insurance, Wiley India.
- S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India.
- B.S. Moshal: Business & Industrial Law, Ane Books.
- P.L. Malik: Industrial Law, Eastern Book Company.
- S.C. Srivastva: Industrial Relations and Labour Laws, Vikas Publishing House.
- T.L. Beauchamp and N.E. Bowie: Ethical Theory and Business, Prentice Hall India.
- J.R. Boatright: Ethics and the Conduct of Business, Pearson Education.

Scheme of Examination:

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- 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.
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MBA (Hospital & Health Care Management) Part-II Sem-III
2304-HEALTH CARE AND HOSPITAL INFORMATION MANAGEMENT

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to health care and hospital information management. This course covers all the important aspects of information management i.e. Importance of information, Impact on Healthcare, Bio-informatics and Computerization in pharmacy & billing . At the end of the course the students should able to- (1) To understand the future of healthcare technology, healthcare record keeping. (2) To familiar with the process of decision making, Literature databases, Searching the literature,. (3) To learn Optically scanned and electronic record, Automating the paper record.

GROUP-I:

The Information Explosion: Importance of information, Impact on Healthcare, The future of healthcare technology, healthcare record keeping, Bio-informatics. Hospital Information system: Role of database in HIS; Need of Networking in HIS; Overview of Networking; topologies and its configuration; Structuring medical records to carry out functions like admissions, discharges, treatment history etc. Computerization in pharmacy & billing; Automated clinical laboratory systems & radiology information system.

The right information: The process of decision making, Literature databases, Searching the literature, Example of unit-based literature, Standards of information seeking, Future consideration. Electronic Health Record: Functions of the health record, Changing functions of the patients record, Advantages and Disadvantages of the paper record, Optically scanned and electronic record, Automating the paper record. Advantages and Disadvantages of the EHR, Bedside or point-of-care systems, Human factors and the EHR, Roadblocks and challenges to EHR implementation, The future of HER.

GROUP-II:

Securing the Information: Privacy and confidentiality and Law, ownership of data, Security - Computer crime, Role of healthcare professionals. Information Systems Cycle: The Information Systems cycle, Analysis, Design phase, Development, Implementation, reasons of project failure. Electronic Communications: History, Hardware and software for connecting, Methods of accessing information, Communication Technologies, Decision support system.

Tele-health: Terms related to Tele-health, Types of Technology, Clinical and Administrative initiatives, Advantages and Barriers of tele-health, Security in Tele-health, Future trends. The future of Informatics: Globalization of Information Technology, Electronic communication, Knowledge management, Genomics, Advances in public health, Speech recognition, Wireless computing, Informatics, Barriers to Information Technology Implementation.

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 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.

Texts and Readings:

- Peter Norton: Introduction to Computer, Tata McGraw Hill
- Harold E. Smalley: Hospital Management Engineering – A guide to the improvement of hospital management system, Prentice Hall India.
- Michelle A. Green, Mary Jo Bowie: Essentials of Health Information Management - Principles and Practices, Thomson Delmar Learning.
- Shakti Kumar Gupta, Sunil Kant, R Chandreshakhar: Modern Trends in Planning and Designing of Hospitals-Principles & Practice, Jay Pee Publications.

Scheme of Examination:

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- 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.
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MBA (Hospital & Health Care Management) Part-II Sem-III
2305-MANAGEMENT OF HOSPITAL SERVICES

Course Overview

The objective of this course is to introduce the learner to the service sector management in health care organization and to the process providing the service. To this end, we will understand the strategic role of services and develop the ability to define and analyze the problems dealt with by managers. At the end of the course, the students should be able to - (1) understand the Nursing Service Administration Unit; (2) Quality Issues and Quality Models for healthcare centers, and (3) learn about formulating Marketing Mix for Hospital Services Marketing.

GROUP-I:

Service Economy: The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Administrative Services: Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department. Quality Issues and Quality Models for healthcare centres. Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management, Service Recovery Management.

GROUP-II:

Relationship Management: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning. The Service Classification, Service Product Development, Patient Behaviour in Services, Patient Expectation of Services, Patient Perception of Services. Marketing Challenges: Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses. Public Areas/Staff Facilities and miscellaneous Services. Utility Services. Formulating Marketing Mix for Hospital Services Marketing, Internal Marketing, Employee Empowerment, Patient and Staff Involvement in Services.

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 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.

Texts and Readings:

- Zeithmal, V. A. and Bitner, M. J. (2005).*Services Marketing*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4th Edition.
- Lovelock, Christopher H. (2006).*Services Marketing: People, Technology, Strategy*, Pearson Education, New Delhi, 5th Edition.
- Shankar R. (2002).*Service Marketing*, Excel Books, New Delhi.

Scheme of Examination:

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MBA (HOSPITAL & HEALTH CARE MANAGEMENT) PART-II SEM-III
2306-MARKETING RESEARCH & CONSUMER BEHAVIOUR

Course Overview

The basic objective of the subject is to find out the solutions of number of questions, that need to be answered and the number of decisions, that need to be made with respect to the choice of techniques to be used to solve a research problem. At the end of the course, the students should be able – (1) to understand the concepts of marketing research (2) to familiar with the concepts of research designs. (3) to knowledge about the factor analysis.

Course Content

GROUP-I:

Concepts of Marketing Research: Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems, Problem Analysis and Identification of MR Objectives, **Types of Data:** Sources of Information: Primary and Secondary Data, Research Designs and their Applications: Exploratory, Descriptive and Causal Research. **Sampling Decisions:** Basics, Methods/Techniques and Determination of Sample Size. Measurement Process: Measurement in Marketing, Difficulties in Measurement. **Concepts of Validity and Reliability:** Attitude Measurement: Importance of Attitude Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications. **Concepts of Factor analysis:** Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis. Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.

GROUP-II:

Consumer Behaviour: Macro and Micro Aspects of Consumer Behaviour and Their Relevance to Indian Economy. Consumer Behaviour and Marketing Strategy, **External Influences:** Cross-Cultural Variations in Consumer Behaviour, Social Class and Its influence on Consumer Behaviour, group dynamics and consumer reference groups, the Household Life Cycle, Family Decision-making. **Internal Influences:** Consumer Needs and Motives, Personality and Consumer Behaviour, Consumer Perception and Marketing Strategy, Learning, Memory and Product Positioning. **Consumer Attitude:** Attitude Formation and Change, Communication, Self-concept and Its Applications, Psychographics and Life Style. **Personal Influence and Opinion Leadership:** Diffusion of Innovations: the Diffusion Process, the Adoption Process – Consumer Decision-making Process–levels, Models, Information Search, Evaluation Criteria, Post-Purchase Behaviour–Consumer Expectation and Satisfaction–Managing Dissonance.

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 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. Innovative instructional methods, extensive use of technology use in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises encouraging in class.

Case/Class Discussions:

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Class Participation:

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

Texts and Readings:

- Iacobucci. (2006). *Marketing Research*, Thomson Publications, Mumbai.
- Kinner, T.C. and Taylor, J.R.(1995). *Marketing Research: An Applied Approach*, McGraw-Hill, New York, 5th Edition.
- Green, Tull and Album, *Research for Marketing Decision*, Prentice-Hall of India, New Delhi, 7th Edition.

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MBA (Hospital & Health Care Management) Part-II Sem-III
2307-SEMINAR ON BUSINESS ETHICS AND VALUES

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the business ethics problems and make the students aware and sensitized towards these issues. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Business Ethics and Values; (2) analyse the Business problems, and (3) learn about Ethics and Values inter-linked in Business, weaknesses of the Business.

Group-I:

Introduction: Ethics and Values and their Importance in Business: Ethical Issues in Capitalism and Market System; Ethical and Social Systems. Issues in BEV: The Social Responsibility of Business, Ethical Conflicts, Whistle Blowing. Ethics and Organizations. Ethics in Functional Areas: Ethics in Human Resource Management and Organizational Culture; Ethics in Marketing, Ethics in Finance, Ethical Codes and Incentives in Corporate Sector.

Group-II:

Social Ethical Issues: Broader Ethical Issues in Society- Corruption, Ecological Concerns, Discrimination on the Basis of Gender, Caste or Race. Updation of Ethical Issues: Ethics and Information Technology, Impact of Govt. Policies and Laws on Ethics, Resolving Ethical Dilemmas.

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 problems-solving and decision-making.

Class Participation:

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

Text and Readings:

- Sekhar, R.C. (1997). *Ethical Choices in Business*, Response Books, New Delhi.
- S.K.Chakraborty. (1993) *Managerial Transformation by Values*, Sage Publications, New Delhi.
- Ananta K.G. (1998). *Values, Ethics and Business: Challenges for Education and Management*. Rawat Publication, Jaipur.

Scheme of Examination:

- English shall be the medium for report writing and presentation.
- Seminar subject carry 100 marks of internal assessment and there will be no external examination for subject. The breakup 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%.
- A minimum of 75% of classroom attendance is required.

MBA (Hospital & Health Care Management) Part-II Sem-III

**2308-VIVA VOCE
Comprehensive Viva Voce**