

**THE CURRICULUM BOOK**  
OF  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**HEALTHCARE**

**TWO YEARS (FOUR SEMESTERS) PROGRAMME**  
Choice Based Credit System on Outcome Based Education  
(Effective from Session 2023-24)



**HARYANA SCHOOL OF BUSINESS**  
GURU JAMBHESHWAR UNIVERSITY OF SCIENCE  
& TECHNOLOGY HISAR-125001, HARYANA

**(YEAR-2023-24)**

# THE CURRICULUM BOOK

## OF

### MASTER OF BUSINESS ADMINISTRATION

### HEALTHCARE

#### 1.1. Vision and Mission of the Haryana School of Business

##### 1.1.1 Vision

The school shall strive to achieve the vision of a globally respected institution engaged in generation of knowledge and dissemination of the same through teaching, research and collaboration with leading business schools, the industry, government and society in the fields of business management studies for the benefits of the economy, nation and the world.

##### 1.1.2 Mission

- i) Striving to contribute its best in transforming raw brains into effective business leaders ready to contribute towards the emerging frontiers of economic and societal growth.
- ii) Imparting state-of-the-art knowledge in the field of business and management keeping into the changing requirements of the industry.
- iii) Ensuring that our students graduate with a sound theoretical basis and wide-ranging practical business cases and problem solving experience.
- iv) Fostering linkages between the academics, business and industry.
- v) Promoting ethical research of high quality in the field of business and management.
- vi) Adopting the best pedagogical methods in order to maximize knowledge transfer to ensure outcome based education in business and management.
- vii) Inculcating a culture of free and open discussions in the School thereby engaging students in evolving original business ideas and applying them to solve complex business problems.
- viii) Inspiring an enthusiasm into students for lifelong learning thereby infusing scientific temper, enthusiasm, professionalism, team spirit and business leadership qualities in the students.
- ix) Sensitizing students to look for environmentally sustainable vis-à-vis globally acceptable business solutions.

- x) Upholding democratic values and an environment of equal opportunity for everyone vis-à-vis preparing the students as global humane citizens.

## 1.2. Vision Programme Educational Objectives (PEOs) of the MBA HEALTHCARE Programme

The Programme Educational Objectives of the MBA HEALTHCARE Programme are:

- PEO1.** To prepare responsible and ethical management professionals to be successfully employed in healthcare institutions/organizations at national and global levels, who will be able to apply the principles of business and management to evolve, develop and deploy best possible solutions for real world business and management problems related to healthcare services after assessing their economic, environmental, cultural and societal implications.
- PEO2.** To groom the budding professionals for analyzing, evaluating and designing complex business and management solutions individually or in teams by doing a methodical and in-depth research and analysis in the related business and management problems in the domain of healthcare services, by using embryonic modern tools and by communicating effectively among the various stakeholders about due awareness of such business and management solutions.
- PEO3.** To mentor the budding professionals and entrepreneurs of tomorrow with global business leadership qualities and deep economic and societal concerns who can move up in their business professional career or start their own ventures in the area of healthcare sector.
- PEO4.** To guide the management graduates to develop a positive attitude towards ethical and value based learning and motivate them to take up higher studies and research in the field of management of healthcare services.
- PEO5.** To groom budding professional to make them sensitive human beings who can keep due emotions towards humanity and global diversities.

## 1.3. Programme Outcomes (POs) of MBA HEALTHCARE

MBA HEALTHCARE is a specialized programme designed to impart professional knowledge, business skills, and decision-making abilities to suit the demands of the flourishing healthcare industry in the country. The course contents of the programme offer learning opportunities to the students, both theoretical as well as practical aspects related to healthcare institutions and organisations. Taking a cue from the New Education Policy (NEP), the programme offers need-based exit options to the students, wherein a student who completes the first year (First and Second Semesters) will be entitled for a Post Graduate Diploma in Healthcare Management, and a student who successfully completes four semesters will be awarded a Master Degree in MBA HEALTHCARE.

MBA HEALTHCARE at HSB is a two years programme divided into four semesters. The programme is aimed at following outcomes:

- PO1.** Business Management Knowledge: Apply knowledge of business management theories and practices to solve business problems of healthcare institutions/organizations.
- PO2.** Critical Thinking and Problem Analysis: Foster Analytical and critical thinking abilities for databased decision-making.
- PO3.** Leadership and Business Solutions: Ability to develop Value based Leadership ability that offers business solutions for problems related to management of healthcare services.
- PO4.** Communication and Other Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of management of healthcare services.
- PO5.** Team Dynamics and Management: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

### **Programme Specific Outcomes (PSOs) of MBA HEALTHCARE Programme**

- PSO1.** Environmental Awareness for Sustainability: Understand the impact of the professional business solutions in economic, societal and environmental contexts, and demonstrate the business knowledge for sustainable global business development.
- PSO2.** Business Ethics and Values: Apply ethical principles and commit to business professional ethics and values for discharging all responsibilities within the laid norms of the business and management practices.
- PSO3.** Social Responsibility and Life-long Learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of global business environment dynamics.

**1.4. Mapping of Programme Outcomes (POs) and Course Outcomes (COs) of MBA HEALTHCARE Programme**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1									
CO2									
CO3									
CO4									
CO5									
CO6									
	Overall Mapping Result: .....								

Note: The Mapping of Programme Outcomes (POs) and Course Outcomes (COs) of MBA HEALTHCARE Programme will be done every year independently by the Committee constituted by the Board of Studies and Research by making 360-degree feedback including auditing of previous years' question-papers and answer-sheets as well. It will be part of the annual Academic Audit of the Haryana School of Business.

**1.5. Important Instructions-cum-Ordinance for Implementing the Outcome based Education Scheme and Syllabus of MBA HEALTHCARE Programme**

- i) The MBA HEALTHCARE programme will be divided into four semesters (two semesters in the first year and two semesters in the second year). Every semester, generally, shall be of 21 weeks of duration inclusive of teaching and examination. Since, University is in five-days a week functioning mode, hence, allotted credits to each and every course of the programme would be duly compensated with extra hours to essentially fulfill the objective of minimum working days, per semester, as prescribed by the UGC/AICTE for the Universities and Colleges in this connection.
- ii) The course of 05 (five) credits shall be of 100 marks in the ratio of 60% external and 40% internal. If otherwise not specifically mentioned against each course, each course of study, ordinarily, consist of five hours lectures per week per semester and one-hour tutorial per week, per group, per semester.
- iii) Unless and otherwise specified at appropriate places, the division and distribution of marks is as under:  
 Final/Major Test (External) : 60 Marks

Internal Assessment (Internal) : 40 Marks

Distribution of weightage of 40 marks of Internal Assessment will be as per following details:

Minor Tests : 15 Marks

Attendance & Co-curricular Activities : 25 Marks (Attendance: 05)

(To be announced by the teacher or course coordinator, in the light of expected Course Outcomes in the concerned course, in the beginning of the semester, which may include Attendance, Home-Assignment, Presentations, Live Assignment, Brainstorming, Role Playing, Book Review, Field-Visit, Industrial Visit, Exhibition, Case-Study, Mock-Test, Surprise Test, Rapid-Round Session, Open-Book Test, Live Assignment, Quiz, Business-Game, Group Discussion, Declamation, Extempore, Viva-Voce, etc. However, a teacher or course coordinator will choose at any five components and announce to the class in the beginning of the semester)

- iv) Each individual course will consist of Maximum Marks as 100 Marks and Passing Marks will be 40 Marks only. However, the aggregate passing marks in a semester will be 50 per cent of the total marks per semester. It is further clarified that if a student does not secure 50% marks in aggregate, then the individual paper(s) in which the student secures less than 50% marks will be treated as reappear.
- v) A wide range of assessment types for evaluating students is available for the teachers/ institutions to use for internal assessment. Each assessment type has its distinct utility, advantages and limitations. A suitable compendium of such types needs to be carefully chosen for a particular course depending on its nature, objectives and available resources.
- vi) The Internal Assessment awarded to a student in any particular course will be based on performance of the students in Two Minor Tests, Attendance and Co-Curricular Activities (which may include Attendance, Home-Assignment, Presentations, Live Assignment, Brainstorming, Role Playing, Book Review, Field-Visit, Industrial Visit, Exhibition, Case-Study, Mock-Test, Surprise Test, Rapid-Round Session, Open-Book Test, Live Assignment, Quiz, Business-Game, Group Discussion, Declamation, Extempore, Viva-Voce, etc.)
- vii) The internal assessment should be designed with learner attributes in mind. These attributes, which have clear linkages to Programme Education Objectives and Course Outcomes, stem from the taxonomy, should be clearly told to the students in the beginning of the semester.
- viii) At least, one or two activities of the internal assessment should focus to achieve the 5<sup>th</sup> or 6<sup>th</sup> Course Outcome in each course of study in every semester.
- ix) The students who fail in internal assessment as well as in aggregate will have the option to improve their score in the internal assessment giving a special chance to

such students. However, no student will be allowed to improve his/ her score of internal assessment, if he/she has already scored 50% marks in aggregate as well as in external examination.

- x) A student who could not secure 40% marks in external examination of the particular course will have to reappear in the external examination of the respective paper as per university rules in this connection.
- xi) Unless and otherwise specified at appropriate place for specific course, the instructions to the examiners and students for the External Exam/Major Test of 60 marks will be given as under:
  - a) The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus.
  - b) In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only.
  - c) The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the External Exam/Major Test is 03 (three) hours.
- xii) All courses in 1<sup>st</sup> and 2<sup>nd</sup> semesters will be compulsory, whereas, the courses in 3<sup>rd</sup> and 4<sup>th</sup> semesters will be compulsory, optional-elective, project-work-report and open-elective as well.
- xiii) The specific instructions have been given at appropriate places regarding compulsory, optional-elective, project-work-report and open-elective courses depending upon the specializations opted by the students.
- xiv) At the end of the second semester, all the students will have to undergo online/offline summer internship of 6-8 weeks with an industrial, business or service or academic organization, either through offline or online modes, under the supervision of Training and Placement Office (TPO) in case of Haryana School of Business (HSB) and Director/Principal in case of affiliated institutes.
- xv) Each student will be required to submit an internship report, on a prescribed proforma, in the beginning of third semester along with a certificate issued by the concern where he/she has undertaken the summer internship either with an industrial, business or service or academic organization to the Director, HSB in case of HSB and Director/Principal in case of affiliated institutes up to the date as notified by the office concerned without late fees, for the purpose of evaluation in the third semester. However, the guidelines along with prescribed proforma for the purpose will be notified at the end of second semester.

- xvi)** Each student shall present a seminar on the summer internship, during third semester, before a committee of teachers constituted by the Director, HSB in case of HSB and Director/Principal in case of affiliated institutes.
- xvii)** The distribution of marks of Summer Internship Report would be 25 marks for the seminar on internship report and 25 marks for the written internship report.
- xviii)** The Committee of Examiners to be appointed by the Director/Principal will evaluate this written internship report, the Committee will be coordinated by the Programme Coordinator.
- xix)** If any student gets placement offer, through on-campus placement drive, from any public or private sector organization during 4<sup>th</sup> semester and willing to join immediately, he or she may opt for In-Company-Project-Work for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the university.
- xx)** This new Scheme and Syllabus of MBA Healthcare Programme shall be effective from the academic session 2023-24.
- xxi)** In case of any slip-up in above instructions, the general rules of university ordinance will be applicable if the same is in the interest of students.

## 1.6. General Course Structure and Credit Distribution in Various Components of Teaching-Learning in the MBA HEALTHCARE Programme

### 1.6.1 Definition of a Credit may be further classified as under:

Type of Teaching Learning Activity and Workload	No. of Credits
05 Hours Lecture (L) per week per semester	04 Credit
01 Hour Tutorial (T) per week per semester but maximum two groups irrespective of number of students in the classes	01 Credit
02 Hours Practical (Lab) per week per semester (for practical subjects)	01 Credit
01 Hour Seminar per week per semester	01 Credit
01 Hour Training Seminar per week per semester	01 Credit
01 Student Guidance for In-Company-Work-Project	02 Credit
02 Hours per week per semester if a teacher is asked to act as Programme Coordinator	02 Credit
01 Hour per week per semester if a teacher is asked to act as Convener of any Standing Committee for discharge of Departmental work during the semester	01 Credit
06 Hours per week for Preparing Students for Training and Placement Activities through mock assessment, group discussion, personal interviews and workshops/seminars per Semester, if officially assigned to a teacher by the Director/Principal during the particular semester.	05 Credit



### 1.6.2 Credits for Different Curriculum Components:

Semester-wise Credit Distribution of MBA HEALTHCARE Programme			
S. No.	Semester-Wise	Number of Courses	Total No. of Credits
1.	1 <sup>st</sup> Semester	7 Courses	33 Credits
2.	2 <sup>nd</sup> Semester	7 Courses	35 Credits
		<b>Total</b>	<b>68 Credits</b>

1.7. For the purpose of enhancing the current knowledge base, students can also access various online resources (supported by MHRD, Government of India) for their respective courses. These resources are available at:

- <http://nptel.ac.in/courses>
- [www.mooc.org](http://www.mooc.org)
- <https://epgp.inflibnet.ac.in>

Haryana School of Business

## 1.8. Scheme and Syllabus of MBA HEALTHCARE Programme (FIRST YEAR)

The MASTER OF BUSINESS ADMINISTRATION HEALTHCARE is a two-year full time programme, which is divided into four semesters. The course structure, viz, the scheme and syllabus of the MBA HEALTHCARE Programme is given as under:

SEMESTER-I			
Course Code	Course Title	Workload L-----P-----T	Number of Credits
MBAHC-101	Principles of Management	5-----0-----1	05 Credits
MBAHC-102	Biostatistics	5-----0-----1	05 Credits
MBAHC-103	Health Economics	5-----0-----1	05 Credits
MBAHC-104	Financial Management	5-----0-----1	05 Credits
MBAHC-105	Introduction to Healthcare Industry	5-----0-----1	05 Credits
MBAHC-106	Marketing of Healthcare Services	5-----0-----1	05 Credits
MBAHC-107	Seminar (on topics related to Healthcare Management)* (Internal)		03 Credits
		<b>Total</b>	<b>33 Credits</b>

\*Seminar will be organized by a committee of not less than three teachers.

SEMESTER-II			
Course Code	Course Title	Workload L-----P-----T	Number of Credits
MBAHC-201	Hospital Administration	5-----0-----1	05 Credits
MBAHC-202	Human Resource Management in Healthcare	5-----0-----1	05 Credits
MBAHC-203	Business Communication	5-----0-----1	05 Credits
MBAHC-204	Service Operations Management	5-----0-----1	05 Credits
MBAHC-205	Organisational Behaviour	5-----0-----1	05 Credits
MBAHC-206	Health Insurance	5-----0-----1	05 Credits
MBAHC-207	Business Research Methods	5-----0-----1	05 Credits
		<b>Total</b>	<b>35 Credits</b>

**FIRST  
SEMESTER**

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**MBAHC-101**

**PRINCIPLES OF MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The objective of this paper is to familiarize the students with basic management concepts.*

**Course Outcomes:**

CO1: Students will be able to recall the concepts of management process

CO2: Students will be able to understand the implications of the process of management.

CO3: Students will be able to employ different planning strategies used in a variety of organizational settings.

CO4: Students will be able to appraise the staffing strategies and evaluate their impact on employees.

CO5: Students will be able to evaluate the effectiveness of decision making within organizations.

CO6: Students will be able to design strategies regarding emerging concepts in management.

**Course Contents:**

**UNIT I**

Definitions of Management, Characteristics of Management, Management as an Art/Science, Universality of Management, Levels in Management, Objectives of Management, Functional areas of Management.

**UNIT II**

Elements of Scientific Management, Fayol's General Principles of Management, Contribution of Peter F. Drucker, Definitions of Planning, Steps in Planning process, Importance of Planning, Barriers to Planning, Features of an Effective Planning, MBO.

**UNIT III**

Definitions of Decision Making, Decision Making Process, Types of Decisions, Definition of Organization, Characteristics, Organising process, features of good organization, Authority, features, Responsibility and its characteristics, Decentralization, Characteristics of Staffing, Scope of Staffing.

**UNIT IV**

Definition of Directing, Characteristics, Directing Tools and Techniques, Definition of Coordination, Characteristics, Types, Methods of Coordination, Controlling, Characteristics, Controlling Process, Importance, MBE; Introduction: American Vs Japanese Styles of Management, TQM, ISO, Creativity and Innovation, Quality of work life, Work life Balance.

**Suggested Readings:**

1. Rudani , R.B., Principles of Management , TMH , New Delhi . 2013.
2. Koontz, H & Wehrich, H., Management, Tata McGraw Hill.
3. Robbins, S.P., Management, Prentice Hall Ins. Hall of India.
4. Stoner, J., Management, Prentice Hall of India.

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

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**Course Objective:** *This course is designed to familiarize the students about various statistical methods of data analysis. It should enable them to use apply appropriate statistical techniques for analyzing the collected data.*

**Course Outcomes:**

- CO1: Students will be able to define the various terms and concepts of statistics.
- CO2: Students will be able to understand the applications of probability and probability distributions in statistical analysis.
- CO3: Students will be able to apply suitable statistical analytical techniques depending upon the nature of the data.
- CO4: Students will be able to distinguish between various statistical techniques.
- CO5: Students will be able to interpret the results of research studies.
- CO6: Students will be able to develop the competencies required for conducting the statistical analysis.

**Course Contents:****UNIT-I**

Biostatistics: Introduction, Application and Uses of Biostatistics as a Science, Sources and Presentation of Data, Types of Variables and Scales of Measurement; Measures of Central Tendency and Dispersion (Theoretical Concepts); Probability: Introduction, Additive and Multiplicative Rules, Conditional Probability, Bayes' Theorem.

**UNIT-II**

Theoretical Probability Distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications. Sampling: Probability and Non-probability Sampling Methods; Sampling Distribution of Mean and its Characteristics, Central Limit Theorem.

**UNIT-III**

Hypothesis Testing: Null and Alternate Hypothesis, Hypothesis Formulation and Testing, Errors in Hypothesis Testing; Statistical Tests: Z-test, T-test, F-test, Analysis of Variance, Chi-square Test, Wilcoxon Signed-Rank test, Kruskal-Wallis Test.

**UNIT-IV**

Correlation Analysis: Types of Correlation, Methods of Measuring Correlation – Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation Coefficient; Regression Analysis: Simple Linear Regression, Ordinary Least Square Method; Vital Statistics: Introduction, Death Rates and Ratios, Measures of Fertility, Measures of Morbidity; Collection of Demographic Data.

**Suggested Readings:**

1. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, Cengage Learning.
2. Ken Black, *Business Statistics*, Wiley.
3. Levin, Richard I and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
4. Aczel and Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill, New Delhi.
5. B.K. Mahajan. *Methods in Biostatistics*, Jaypee Brothers.

6. P.S.S. Sundar Rao. *An Introduction to Biostatistics: A manual for students in Health Sciences*, J.Richard Prentice Hall, 1996.
7. Daniel, Wayne.W. *Bio-Statistics: A foundation for Analysis in the Health Sciences*, John Wiley and Sons Pub, 1991.
8. K. Vishwas Rao. *Bio-Statistics: A Manual of statistical methods for use in the Health, Nutrition and Anthropology*, Jaypee Brothers Medical Pub, 1996.
9. Verma B.L., Shukla G.D. *Bio-Statistics perspective in Health care research and practice*, C.B.S. Pub, 1993.
10. Krishnaiah, P.K. Rao, C.R. (ed), *Handbook of Statistics*, Elsevier Science Pub, 1988.

### **Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

**Course Objective:** *The objective of this course is to acquaint the students with basic concepts theories and models in health economics and how to apply the economic tools in analysing the structure and performance of health care sector. Emphasis is given to understand the structure of changing health care industry in the context of globalization.*

**Course Outcomes:**

- CO1: Students will be able to define the terms associated with health economics.
- CO2: Students will be able to explain different theories of health economics.
- CO3: Students will be able to apply the models and theories of health economics in business decisions.
- CO4: Students will be able to examine the demand and supply forces and their effect on pricing and output related decisions.
- CO5: Students will be able to evaluate the performance of health care sector and effectiveness of various models and theories of health economics.
- CO6: Students will be able to create the competitive strategies to ensure optimum utilisation of resources.

**Course Contents:****UNIT-I**

Basic concepts in health economics-relationship between economics economic development and economic aspects of health care- demand and supply in health care healthcare market failure and public goods: Supply and demand for health care personnel hospitals technology. The trade-offs between quality and quantity- demand for health care services; Demand function: Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

**UNIT-II**

Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Economies and diseconomies of scale and scope; Cost concept- short term and long - term costs economies; Application of cost-benefit analysis and cost-effectiveness; review of per capita private and public expenditure on health.

**UNIT-III**

Production function: Short term and Long run production function, law of variable proportion and return to scale, laws of production in health care externalities in health care markets resource allocation in healthcare both in private and public sector: Introduction to Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

**UNIT-IV**

Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioral Theory: Efficiency and equity in health: health care and welfare state; private versus public health care public-private partnerships in health care equity in healthcare delivery efficiency; Health care financing- national health accounting sources: Universal Health Care.



### **Suggested Readings:**

1. Dwivedi, D. N., *Managerial Economics*, Vikas Publication.
2. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
3. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
4. Koutsoyiannis, A., *Modern Economics*, Macmillian
5. Cuyler Anthony J. and Joseph P. Newhouse (2000) *Handbook of Health Economics Volumes 1A and 1B North- Holland Elsevier Science*.
6. Rexford E. Sntre and Stephen P. Neun (2007) *Health Economics: Theories Insights and Industry Studies Thompson South – Western 3<sup>rd</sup> Edition (614 San/Hea 073226)*.
7. Zweifel and Breyer( 1997) *Health Economics Oxford University Press*.
8. Drummond MF Sculpher MJ Torrence GW O'Brien B Stoddart GL eds.( 2005) *Methods for economic Evaluation of Health Care Programme Oxford University Press*.

### **Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

**MBAHC-104**

**FINANCIAL MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business.*

**Course Outcomes:**

CO1: Students will be able to outline the basic framework of financial management.

CO2: Students will be able to explain the role of financial management for financial decision making in business.

CO3: Students will be able to apply various theories of capital structure and dividend policy.

CO4: Students will be able to examine risk in capital budgeting decisions.

CO5: Students will be able to select various sources of finance with evaluation of their cost.

CO6: Students will be able to create working capital policy for organization.

**Course Contents:**

**UNIT-I**

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision-making, time value of money; Capital Budgeting Decisions: nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

**UNIT-II**

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance; Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

**UNIT-III**

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

**UNIT-IV**

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy. An overview of Corporate Restructuring.

**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A, *Corporate Finance: Theory and Practice*, John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

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## **MBAHC-105 INTRODUCTION TO HEALTHCARE INDUSTRY**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The basic objective of this course is to acquaint the students with Healthcare Industry environment with respect to its stakeholders, and key segments.*

### **Course Outcomes:**

CO1: Students will be able to describe basic global market entry strategies.

CO2: Students will be able to identify the emerging issues in healthcare industry.

CO3: Students will be able to interpret the healthcare environment at domestic and global level.

CO4: Students will be able to differentiate the healthcare segments.

CO4: Students will be able to evaluate the impact of key stakeholders in healthcare industry.

CO6: Students will be able to do healthcare environment analysis.

### **Course Contents:**

#### **UNIT – I**

Healthcare industry in India: Relevance and scope, Market size, Investments and developments, employment opportunities. Government initiatives in healthcare sector. Global healthcare scenario. Emerging Trends in Healthcare Industry.

#### **UNIT – II**

Healthcare industry: Key stakeholders, Understanding Internal and External Environment, Environment scanning and SWOT Analysis.

#### **UNIT – III**

Key segments of healthcare industry: Hospital and Infrastructure, Health insurance, Pharmaceuticals and Biotechnology, Medical devices, equipment and diagnostics, Medical value travel, Home healthcare, Telemedicine and technology related healthcare services.

#### **UNIT – IV**

Health administration in India: An overview of medical care, including the role of state and local self-government, NGOs, Private and corporate sector, community at large.

### **Suggested Readings:**

1. Burns, L.R., India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing. Cambridge University Press.
2. Kumar, R., Healthcare Industry in India. Regal Publications
3. Faisal Ahmed and M. Absar Alam. Business Environment: Indian and Global Perspective, PHI, New Delhi.
4. Cherunilam, Francis, Business Environment, Himalya Publishing House.
5. Sarwal R; Prasad U; Madangopal K; Kalal S; Kaur D; Kumar A; Regy P; Sharma J. Investment Opportunities in India's Healthcare Sector. NITI Aayog. March 2021.
6. Sarangi, S.K., Healthcare Management (Text and Cases), Himalaya Publishing House.

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Haryana School of Business

**MBAHC- 106**

**MARKETING OF HEALTHCARE SERVICES**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The basic objective of this course is to explicate the cutting edge service concepts to the students through bridging the gaps between theory and real world by incorporating practical management applications.*

**Course Outcomes:**

CO1: Students will be able to describe basic marketing and service related concepts.

CO2: Students will be able to recognize service related challenges in healthcare industry.

CO3: Students will be able to interpret the key elements for delivering quality service in healthcare industry.

CO4: Students will be able to examine the reasons of service failure and implementing strategies to recover it.

CO5: Students will be able to evaluate delivery and performance of services.

CO6: Students will be able to construct service design and standards.

**Course Contents:**

**UNIT – I**

Introduction to core concepts of Marketing; Corporate orientations towards the marketplace; Goods versus Services, Marketing of Healthcare services: Relevance and challenges, Service Marketing Mix, Service classification, Gap model of Services.

**UNIT – II**

Focus on the Healthcare Customer: Consumer behaviour in Services, Customer Expectation of Services, and Customer perception of services Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

**UNIT – III**

Aligning Healthcare Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape

**UNIT – IV**

Delivering and performing Healthcare services: Employees role in service delivery, Customers role in-service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges in healthcare services, Approaches to pricing healthcare services.

**Suggested Readings:**

1. Zeithaml, V., Bitner, M.J., Gremler, D.D.&Pandit, A., Service Marketing. McGraw Hill.
2. Iyer, S.S., Marketing of Healthcare Services. Notion Press
3. Lovelock, C., Wirtz, J.&Chatterjee, J., Services Marketing. Pearson Education.
4. Srinivasan, Service marketing: Indian Context, PHI

5. Camp, K.M. & Wooldridge, B.R. Healthcare Marketing: Strategies for Creating Value in the Patient Experience. Cognella Inc.
6. Swartz, T., Iqobucci, D., Handbook of Service Marketing and Management, Sage Publication

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Haryana School of Business

**MBAHC-107** **SEMINAR**  
**(ON TOPICS RELATED TO HEALTHCARE MANAGEMENT)**  
**(INTERNAL)**

**Time Allowed: 1 Hour**

**M.M.: 50**

**Course Objective:** *The objective of this course is to acquaint the students with existing issues pertaining to healthcare management and the issues related to it. Also, inculcating in them the ability of expressing themselves to an audience with poise and self-belief.*

**Course Outcomes:**

CO1: Students will be able to define the concept and scope of the seminar topic of their interest relating to Indian ethos or contemporary issues in business.

CO2: Students will be able to review an existing issue related to business that can help them to get ahead.

CO3: Students will be able to illustrate the possible managerial relevance and implications of the specific issue they have approached.

CO4: Students will be able to appraise the relevance of arguments prepared for the topic under consideration.

CO5: Students will be able to defend difference in opinion towards a topic.

CO6: Students will be able to develop their presentation skills.

**Important Instructions for the Programme Coordinator and the Examiner:**

- The list of contemporary topics will be announced in the class and at least one topic will be allotted to each student by the Programme Coordinator.
- The Evaluation Committee duly constituted by the Director/Principal will invite a seminar presentation from each student and the evaluation will be done on the basis of communication skills, contents, delivery, body-language and question-answer handling skills of the student on a proforma duly notified to the students in advance.



# SECOND SEMESTER

Haryana School of Business

**MBAHC-201**

**HOSPITAL ADMINISTRATION**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The objective of this course is to sensitize students to the various facets of administering the hospitals and to create an understanding of the various policies and practices applied in hospitals by the healthcare professionals.*

**Course Outcomes:**

CO1: Students will be able to understand the concept of hospitals in context of healthcare professionals.

CO2: Students will be able to discuss various services disseminated in the hospitals by the healthcare professionals.

CO3: Students will be able to apply various administrative practices in hospitals.

CO4: Students will be able to compare and contrast administrative practices around the world prevalent in organizations relating to healthcare.

CO5: Students will be able to evaluate the effectiveness of hospital administration practices adopted in the organizations relating to healthcare.

CO6: Students will be able to create and design strategies for better administration of growing sector of hospitals.

**Course Contents:**

**UNIT I**

Evolution of Hospital System in India: Hospital Evolution: Global Scenario, Indian Scenario, Health-Promoting Hospital Concept, Contemporary Approach to Hospital Administration; Building Health-Promoting Hospitals: A New Concept in Hospital Administration: Role of Health-Promotion Approach in Hospitals, Health-Promoting Hospital System, Components of Healthy Hospital Environment, Disposal of Hospital Waste.

**UNIT II**

Outpatient, Inpatient and Nursing Services: Outpatient Services, Nursing Unit, Intensive Care Unit, Nursing Services; Clinical Supportive Services: Radiology and Imaging Services, Laboratory Services, Operation Theatre Suite, Pharmacy, Central Sterile Supply Department (CSSD); Patient Satisfaction: Measurement of Patient Satisfaction, Factors Influencing Patient Satisfaction.

**UNIT-III**

Medical Records: Importance of Medical Records, Characteristics of an Ideal Medical Record, Medical Record Organisation, Medical Audit; Office Management and Administrative Issues: Organisation of the Office, Skills Required by Office Staff, Functions of Office Management, Types of Administrative Procedures, Basic Elements of Administrative Law, Advantages of Administrative Procedures.

**UNIT-IV**

Hospital Utilisation and Statistics: Hospital Services Utilisation Parameters, Patient Movement Statistics, Ethical and Legal Aspects of Hospital Administration; Purchase and Procurement System: Principles of a Sound Procurement System, Objectives for Good Procurement, Purchase

System, Steps in Purchase and Procurement; Sectoral Coordination in Hospital Management: Importance of Sectoral Coordination for Hospital Administrators.

**Suggested Readings:**

1. Principles of Hospital Administration and Planning by Mr. B. M. Sakharkar
2. Hospital Administration and Management by Joydeep Das, Jaypee Publication
3. Hospital Management and Administration Principles and Practice Including Law by B V Subramanyam, CBS Publishers & Distribution Pvt. Ltd
4. Management Principles for Health Professionals by Joan Gratto Liebler, Charles R. Mc Connell, Jones and Bartett Publishers, Inc.

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

**MBAHC-202**

**HUMAN RESOURCE MANAGEMENT IN HEALTHCARE**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The objective of this course is to sensitize students to the various facets of managing people in healthcare industry and to create an understanding of the various policies and practices of human resource management for healthcare professionals.*

**Course Outcomes:**

CO1: Students will be able to understand the terms associated with Human Resource Management in context of healthcare professionals.

CO2: Students will be able to discuss various HR practices used in the healthcare professionals.

CO3: Students will be able to apply various HR practices in healthcare sector.

CO4: Students will be able to compare and contrast HR practices around the world prevalent in healthcare sector.

CO5: Students will be able to evaluate the effectiveness of HR practices adopted in the organizations relating to healthcare.

CO6: Students will be able to create and design the HR strategies pertaining to dynamic healthcare environment.

**Course Contents:**

**UNIT-I**

HRM in Healthcare – An Introduction: Understanding HRM in context of Healthcare industry; Importance of HRM in Hospitals and Allied Healthcare Systems: It's Objectives and Scope, Nature and Challenges of Healthcare HR management; Functions of HRM in Healthcare.

**UNIT-II**

Attracting, Selecting and Retaining Healthcare Professionals: Workforce Planning in Healthcare System; Job Analysis and Job Design; Recruitment and Selection of Healthcare Professionals; Induction and Placement of Healthcare Professionals; Understanding Turnover and Retention Strategies in Healthcare Industry.

**UNIT-III**

Training and Development in Healthcare Organizations: Understanding Healthcare Professional's Competencies: the process of Training and Development in context of Healthcare Professionals; Designing Training Programs to impart Practices for Quality and Patient Safety; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Embracing the Healthcare Talent and Managing it.

**UNIT-IV**

Compensation and Legal Aspects of Healthcare Workplace: Compensation Practices, Planning and Challenges; Incentives, Employee Benefits and Employee Welfare measures for Healthcare Professionals, Employment Law, Employee Relations and Healthcare; Managing with Organized Labor; HR Accounting and Audit.

### **Suggested Readings:**

1. Fried, J.B. and Fottler, D.M., *Human Resource in Healthcare: Managing for Success*, Health Administration Press, Chicago, Illinois
2. Flynn, J.W., Mathis, L.R., Jackson, J.H. & Valentine, R.S., *Healthcare Human Resource Management*, Cengage Learning
3. Niles, N.J., *Basic Concepts of Health Care Human Resource Management*, Jones and Bartlett Learning
4. Goyal, R.C., *Hospital Administration and Human Resource Management*, Prentice Hall of India Private Limited, New Delhi
5. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
6. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.

### **Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

**MBAHC-203**  
**Time Allowed: 3**

**BUSINESS COMMUNICATION**

**Hours M.M:60**

**Course Objective:** *The course is aimed at equipping the students with the necessary techniques and skills that help them in communicating effectively for handling inter as well as intra organizational issues.*

**Course Outcomes:**

CO1: Students will be able to define and outline all four business communication skills i.e. reading, writing, speaking and listening

CO2: Students will be able to identify and illustrate communication abilities to face corporate challenges.

CO3: Students will be able to apply and demonstrate the gathered knowledge about the business communication regarding both inter and intra organizational situations

CO4: Students will be able to distinguish and examine the necessary techniques and skills that help them in communicating effectively for handling organizational issues.

CO5: Students will be able to evaluate and judge which business correspondence is required when and how to use it in order to handle corporate tasks.

CO6: Students will be able to design and develop their methods and ways in transmitting information within and outside the organizations in the most effective manner.

**Course Contents:**

**UNIT-I**

Communication: Importance for business organization; Process and associated hurdles; Principles for effective communication; Dimensions of Communication; Network of communication; Grapevine.

**UNIT-II**

Verbal Communication: Oral and Written; Non-Verbal Communication: Kinesics; Paralanguage; Proxemics; Sign Language. Cross Cultural Communication.

**UNIT- III**

Essentials of effective business correspondence; Business Letter- Types; Proposal writing Report writing- Essentials, Types, and Steps, Introduction to Plagiarism; Notices, Circulars, Office Orders, Memos, Agenda and Minutes, Representations, Employee Newsletters.

**UNIT-IV**

Presentation Skills; Listening Skills; Small Talks; Public Speaking; Resume' Writing; Meetings; Interview; Group Discussion; Electronic Mail and Telephone Etiquettes.

**Suggested Readings:**

1. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, TMH
2. Murphy H. A. and Hildebrandt H. W., *Effective Business Communications*, TMH
3. Sinha, K.K. *Business Communication*, Galgotia Publishing Co
4. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
5. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
6. Taylor, S., *Communication for Business*, Pearson Education.

7. Any leading National English Daily

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Haryana School of Business

**MBAHC-204**

**SERVICE OPERATIONS MANAGEMENT**

**Time Allowed: 3Hours**

**M.M:60**

**Course Objective:** *To introduce students to the broad spectrum of emerging global social ventures, thus laying the ground work for students own potential career paths in social entrepreneurship*

**Course Outcomes:**

CO1: Students will be able to understand the complexity of service operations management.

CO2: Students will be able to describe the elements of services design.

CO3: Students will be able to driving operational improvement.

CO4: Students will be able to link operations decisions to business performance.

CO5: Students will be able to judge the service orientation at variety of service facilities/ organizations/hospitals, diagnostic labs, maternity homes.

CO6: Students will be able to develop service strategy in hospitals, diagnostic labs, maternity homes.

**Course Contents:**

**UNIT I**

Introduction to Service Operations Management: Challenges, Types of Services, Types of Service Processes, Judging the success of a service operation in hospitals, Diagnostic Labs, maternity Homes; Customers Relationships in Hospitals: Customers and Customer Segmentation, Customer Retention, Managing Customer Relationships, Managing Business Relationships; Managing Supply Relationships: Types of supply relationships, Managing service supply chains.

**UNIT II**

Service Processes in Hospitals: Service processes – nature and importance, Engineering' service processes, Controlling service processes, Repositioning service processes; Service People: Understanding the pressures on service providers, Managing and motivating service providers, Managing customers in hospitals; Resource Utilisation: Capacity Management, Operations Planning and Control.

**UNIT III**

Networks, Technology and Information: Managing physical and virtual networks, Managing technology and information flows, Integrating networks, technology and information; Performance Measurement: Purpose, Interlinking Targets and Rewards, Benchmarking in Hospitals; Linking Operations Decisions to Business Performance: The relationship between operational decisions and business performance, The service performance network.

**UNIT IV**

Service Strategy: Service strategy, Service as competitive advantage, Turning performance objectives into operations priorities, Strategy formulation and development, Sustaining a Strategy; Service Culture: Understanding organisational Culture of Hospitals, Types of Culture, National Cultures, The Management of Change and Service Delivery; Operational Complexity: Operational consequences of complexity in hospitals, diagnostic labs, maternity homes.



### **Suggested Readings:**

1. Bowman David E. et al., *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing*, Jossey Bass.
2. Collier David A., *Service Management Operating Decisions*. Englewood Cliffs, Prentice Hall Inc.
3. Fitzsimmons, James A and Sullivan, Robert S., *Service Operations Management...* McGraw Hill.
4. Heskett, James L. et al., *Service Breakthroughs - Changing the Rules of the Game*, Free Press.
5. Murdiek, R G. et al., *Service Operations Management*, Allyn and Bacon.
6. Sharma, J K., *Service Operations Management*, Anmol Publications.
7. Voss, C. et al., *Operations Management in Service Industries and the Public Sector*, Chichester, Wiley.
8. Robert Johnston and Graham Clark, *Service Operations Management- Improving Service Delivery*, Pearson Education Ltd.

### **Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

**MBAHC-205**

**ORGANISATIONAL BEHAVIOUR**

**Time Allowed: 3 Hours**

**M.M:60**

**Course Objective:** *The objective of this paper is to familiarize the students with theories and practices in organizational behaviour at individual, group and organizational level.*

**Course Outcomes:**

CO1: Students will be able to recall the concepts of organizational behaviour.

CO2: Students will be able to understand individual and group behaviour, and understand the implications of organizational behaviour.

CO3: Students will be able to employ different motivational theories and evaluate motivational strategies used in a variety of organizational settings.

CO4: Students will be able to appraise the concept of leadership and employ the leadership theories in a variety of organizational settings.

CO5: Students will be able to evaluate how organizational change and culture affect working relationships within organizations.

CO6: Students will be able to design strategies to manage individual and group behaviour.

**Course Contents:**

**UNIT-I**

Organizational Behaviour: Concept, Historical Evolution of OB, Contributing Disciplines to OB, OB Model; Challenges and Opportunities for OB.

**UNIT-II**

Foundations of Individual Behaviour: Biographical Characteristics; Values, Attitudes, Job Satisfaction; Personality and Emotions; Perception; Motivation: Nature and Process, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation.

**UNIT-III**

Foundations of Group Behaviour: Interpersonal and Group Dynamics, Understanding Work Teams; Communication; Leadership: Nature, Significance and Theories; Leadership in Indian Culture; Leadership Traits and Skills; Power and Politics; Conflict and Negotiation.

**UNIT-IV**

Organisational Systems: Foundations of Organizational Structure; Organizational Culture; Organizational Change: Change Agents, Change Models, Resistance to Change, Approaches to Managing Organisational Change; Stress Management.

**Suggested Readings:**

- Robbins, S., Judge, T. & Sanghi, S., Organizational Behaviour, Pearson, *Latest Edition*
- Luthans, F., Organizational Behaviour, McGraw Hill, *Latest Edition*
- Aswathappa, 'Organization Behaviour', Himalaya Publications, *Latest Edition*
- Mullins, J. L. Management and Organization Behaviour', Pearson, *Latest Edition*

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Haryana School of Business

**MBAHC-206**

**HEALTH INSURANCE**

**Time Allowed: 3Hours**

**M.M:60**

**Course Objective:** *The objective of the course is to acquaint the participant with the knowledge of health insurance system in India.*

**Course Outcomes:**

- CO1: Students will be able to outline the meaning and evolution of health insurance in India
- CO2: Students will be able to explain underwriting process in health insurance
- CO3: Students will be able to interpret various clauses in health insurance policy
- CO4: Students will be able to appraise health financing system and its problems in India
- CO5: Students will be able to evaluate and control health insurance frauds
- CO6: Students will be able to formulate health insurance proposals for individuals or business houses

**Course Contents:**

**UNIT-I**

Introduction to Health Insurance: Meaning, need and types of health insurance; Group health insurance; Evolution and growth of health insurance in India; Adverse selection and moral hazards issues in health insurance; Health insurance markets.

**UNIT-II**

Health Insurance Models; Health financing in India - Governments sponsored insurance schemes, communities' schemes and micro health insurance; Types of health insurance products in India; Problems of access and service quality.

**UNIT-III**

Health Insurance Underwriting: risk assessment, basic principles of underwriting health insurance, tools for underwriting, process of health insurance underwriting; Health insurance policy forms and clauses, Regulatory and legal aspects of health insurance in India, Role of IRDA.

**UNIT-IV**

Customer Service in Health Insurance: Consumer protection, claims settlement, role of IT in health insurance claims management; Health insurance frauds: classification of frauds, stages of frauds in health insurance, parties involved, remedial measures to control fraud.

**Suggested Readings:**

1. Srinivisan, M.N., *Principles of Insurance Law*, Wadhwa and Co.
2. James, P.C., *Understanding Insurance of Health*, PCJ Value media pvt. ltd.
3. Rejda, G.E., and McNamara, M., *Principles of Risk Management and Insurance*, Pearsons
4. Aggarwal, R., *Health Insurance*, Insurance Times Education Series
5. Insurance Institute of India, *Health Insurance IC 27*, E-book (latest edition).
6. Forgia, G.L., and Nagpal, S., *Government Sponsored Health Insurance in India- Are You Covered*, World Bank Publications

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Haryana School of Business

**Course Objective:** *This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.*

**Course Outcomes:**

CO1: Students will be able to relate with the basic understanding of research methodology in the changing business scenario.

CO2: Students will be able to identify and classify the application of analytical techniques to face the tasks aimed at fulfilling the objective of business decision making.

CO3: Students will be able to apply and demonstrate an understanding of ethical dimensions of conducting research.

CO4: Students will be able to distinguish and examine the necessary experimental techniques that help in scientific decision making.

CO5: Students will be able to judge and support best alternatives relating to the practices learnt through research methods.

CO6: Students will be able to assemble and formulate advanced ways of taking decisions in a logical manner.

**Course Contents:****UNIT –I**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research.

**UNIT –II**

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research.

**UNIT –III**

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity

**UNIT –IV**

Data Analysis: Descriptive Statistics, Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

**Suggested Readings:**

1. Zikmund, W. G. *Business Research Methods*. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. *Business Research Methods*, McGraw Hill Education.
3. Burns, R. B. & Burns, R. A. *Business Research Methods and Statistics using SPSS*, SAGE Publications Ltd.
4. Bajpai, N, *Business Research Methods*, Pearson.
5. Chawla, D. & Sondhi N., *Research Methodology: Concepts and Cases*, Vikas Publishing House.
6. Panneerselvam, R, *Research Methodology*, Prentice Hall India.

7. Kothari, C.R. *Research Methodology & Technique*, New Age International Publishers.

**Important Instructions for the Course Coordinator and the Examiner:**

- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
- The examiner is required to cover all course outcomes framed for a particular course in a balanced manner while setting nine questions in all. The first question will be compulsory consisting of six short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. Wherever possible, the examiner may give a case study that will be equal to one question only. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

Haryana School of Business