

MBA (Hospital Administration)



Full Time MBA (Hospital Administration)

Course Session 2021-23

Number of Seats: 40

DEPARTMENT OF MANAGEMENT
KUSHABHAUTHAKREPATRAKARITAAVAMJANSANCHARVISHWAVIDYALAYA
RAIPUR(C.G.)

MBA (HOSPITAL ADMINISTRATION)**TWO YEAR PROGRAMME****COURSESTRUCTURE****FIRST SEMESTER****MARKS**

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
101	Management Concepts and Process	4	75	25	100
102	Organizational Behavior	4	75	25	100
103	Managerial Communication	4	75	25	100
104	Information Technology for Hospital Administration	4	75	25	100
105	Principles of Hospital Administration	4	75	25	100
106	Managerial Economics	4	75	25	100
107	Accounting for Managers	4	75	25	100
GRAND TOTAL			-	-	700

SECOND SEMESTER**MARKS**

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
	Coresubjects				
201	Hospital Planning	4	75	25	100
202	Planning and Designing of Hospital Services	4	75	25	100
203	Research Methodology	4	75	25	100
	Elective Subjects (Any Three)				
204	Marketing of Hospitals	4	75	25	100
205	Consumer Behaviour	4	75	25	100
206	Human Resource Management	4	75	25	100
207	Human Resource Planning & development	4	75	25	100
208	Industrial Relations and labour laws	4	75	25	100
209	Practical & Viva-Voice	4	-	-	100
GRAND TOTAL		-	-	-	700

THIRD SEMESTER**MARKS**

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
	Coresubjects				
301	Legislation for Health and Hospitals	4	75	25	100
302	Quality Management in Hospitals and Health care Services	4	75	25	100
303	Health Administration	4	75	25	100
	Elective Subjects (Any Three)				
304	Business Ethics and Management by Indian Values	4	75	25	100
305	Event Management	4	75	25	100
306	Strategic Management	4	75	25	100
307	Training and performance Management	4	75	25	100
308	Sales and Advertising Management	4	75	25	100
309	Practical & Viva-Voice	4	-	-	100
GRAND TOTAL		-	-	-	700

FOURTHSEMESTER**MARKS**

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
	Coresubjects				
401	Entrepreneurship	4	75	25	100
402	Retail Management	4	75	25	100
403	Project and Viva-Voice	12	75	25	300
GRAND TOTAL		-	-	-	500

SEMESTER-1

SUBJECT CODE-101
MANAGEMENT CONCEPTS AND PROCESS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Concepts, Nature, Scope, Significance, Functions and Principles of Management, Historical evolution of management, School of management thoughts.
UNIT-2	Planning- • Concepts, components, and steps involved in planning process • Advantages, and limitations of planning
UNIT-3	Organizing – • Principles and process of organizing • Organization structures • Line-staff relations • Delegation and decentralization • Staffing
UNIT-4	Directing - • Principles of directing • Motivation concept • Theories of motivation Coordination - • Nature, need, types • Methods of coordination.
UNIT-5	Control - • Concept and process of control • Importance of controlling • Principles of controlling • Types of controls • Elements of an effective control system • Limitation of control

SUGGESTED READINGS::

- **Agrawal, R.D. Organization and Management- TMH, New Delhi**
- Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
- Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.
- Peter F. Drucker, **The Practice of Management**, Allied Publishers.
- Massie, **Essentials of Management**, AITBS, New Delhi.
- Terry and Franklin, **Principles of Management**, AITBS, New Delhi.

SUBJECT CODE-102
ORGANISATIONAL BEHAVIOUR

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Introduction - ● Definition, Concept, Need for and Importance of OB. ● Nature and scope of OB. ● OB Models, Key Elements of OB.
UNIT-2	Personality - ● Determinants and Attributes, Perception - ● Factors Influencing Perception, Process. Learning - ● Concepts ● Theories of Learning. Attitude - ● Concepts and Types ● Cognitive Dissonance Theory.
UNIT-3	Motivation - Concept and Theories: ● Maslow's Hierarchy of needs ● McGregor's Theory X and Y ● Two Factor Theory of Herzberg ● Vroom's Expectancy Theory.
UNIT-4	Group - ● Defining and Classifying Group ● Group Development, Structure ● Process of Groups. Teams - ● Types ● Creating Effective Teams.
UNIT-5	● Conflicts - Meaning, Types, Conflict Process ● Conflict Management Techniques. ● Crisis Management: Definition, Types, Models and Communication, Importance of crisis management.

SUGGESTED READINGS:

- Luthans Fred, Organizational Behaviour.,New York, McGraw Hill.
- Robbins S.P., Organizational Behaviour, New Delhi, PHI.
- Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
- Davis Keith, Human Behaviour at Work, TMH, New Delhi
- Pareek Udai, Organizational Behaviour, Oxford, IBH, Mumbai
- Hersey Paul and Blanchard, Management of Organizational Behaviour, Prentice Hall of India, New Delhi.
- Uma Shekharan, Organization Behaviour, TMH, New Delhi.
- Dwivedi, R.S. Human Relations and Organizational Behaviour, Galgotia, New Delhi.

SUBJECT CODE-103
MANAGERIAL COMMUNICATION

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Business Communication - ● Concept, Nature, Process, Objectives ● Role and Importance of communication ● Principles of Effective Communication ● Barriers to communication
UNIT-2	● Channels and Types of Communication ● Seven Cs of Communication
UNIT-3	● Meaning and Purpose & Creation of Agenda ● Business Circulars, Office Memos, ● Sales Letter, Cover Letter, Proposals ● Business Reports – Importance & Essential
UNIT-4	Speaking Skills, Making Presentation - ● Oral and PowerPoint ● Group Discussion, Interviews, Participation in Conferences, Meetings.
UNIT-5	● Meaning and Importance of Business Etiquette, Ethics and values of communication, Communication Network of the Organization

SUGGESTED READINGS: :

- Business Communication concepts and skills T. N Chhabra. Sun India
- Raman, Meenakshi and Prakash Singh. 2006. Business communication. New Delhi: Oxford University Press.
- Ober Scot. 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra
- Bell A. H. and Dayle Smith 1999 Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
- Bovee Courtland, L.2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.
- Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata McGraw Hill.
- Taylor, Shirley, Communication for Business: A Practical Approach, Addison-Wesley Longman Ltd, 1991
- Rajendra Pal and J.S.Korlahalli- Essentials of Business Communication, Sultan Chand & Sons, New Delhi
- R.C.Sharma& Krishna Mohan- Business Correspondence & Report Writing. TMH New Delhi.

SUBJECT CODE-104**INFORMATION TECHNOLOGY FOR HOSPITAL ADMINISTRATION**

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Introduction to Computers - ● Hardware, Software, System software, Application software and packages ● Introduction to Embedded Software
UNIT-2	Fundamentals of Operating System - ● MS-Windows, Unix/ Linux ● Introduction to Emerging Communication Technologies ● Introduction to big data -cloud computing
UNIT-3	Commonly used software Packages - ● Microsoft Word ● Microsoft Excel ● Microsoft PowerPoint
UNIT-4	Introduction to Network - ● Types of Networks- LAN, WAN and MAN ● Networking Devices ● Introduction to Electronic Commerce & Electronic Business
UNIT-5	Introduction to World Wide Web- ● Internet Operations- Internet Browsers and Business Websites ● Use of Search Engines and Google Applications ● Introduction to SAP, IP addresses, IP protocol, various ERP packages, Implementation of ERP.

SUGGESTED READINGS:

1. Burch, John and Grudnitski Gary. **Information Systems :**
Theory and Practice, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems.** Fort Worth, Dryden.
3. Eliason, A.L. **On-Line Business Computer Applications.,**
Chicago, Science Research Association.
4. Estrada, Susan. **Connecting to the Internet.** Sebastopol, C A, O'Reilly.
5. John, Moss Jones, **Automating Managers : the implications
of Information Technology for Managers.** London, Pinter.
6. Long, L. **Computers,** Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. **Computers Concepts and Uses.,** Englewood
Cliffs, New Jersey, Prentice- Hall Inc.

SUBJECT CODE - 105

PRINCIPLES OF HOSPITAL ADMINISTRATION

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Role of Hospital in Health care. • Hospital planning & Design.
Unit 2	• Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator. • Effective Hospital Management, Planning, Organizing, Directing, Controlling.
Unit 3	• Outpatient, Inpatient and Nursing Services. • Clinical Supportive Services, Radiology, Laboratory & Pharmacy.
Unit 4	• Administrative Services. • Medical records • Materials Management • Evaluation of Health services.
Unit 5	• Functional Hospital Organization. • Hospital linen and laundry service. • Disposal of Hospital waste, Disaster Management.

SUGGESTED READINGS:

- Hospital Operations 1: S Parkodi
- Hospital Supportive Services: Sangeeta Natrajan
- Principles of Hospital Administration and Planning: B.M.Sakharkar , Hospital Planning & Hospital Management: Kunder

SUBJECT CODE-106
MANAGERIAL ECONOMICS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	● Nature and Scope of Managerial Economics ● Fundamental Concepts in Managerial Economics ● Role and Responsibilities of a Managerial Economist.
UNIT-2	● Law & Nature of Demand ● Demand Determinants, Demand Forecasting ● Demand Function, Elasticity of Demand, Law of Returns.
UNIT-3	Price-output decisions under different market conditions - ● Perfect and Imperfect Competition, Monopoly, Monopolistic, Competition, ● Oligopoly, Non-Price Competition, Price Discrimination, Price Regulation
UNIT-4	● Balance of Payment ● Concept and measurement of National Income ● Gross Domestic Savings ● Managerial Decisions in Competitive Markets
UNIT-5	● Nature and Concept of Profit, Theories of Profit ● Business Fluctuations and Trade Cycles ● Impact of Trade Cycle on Society.

SUGGESTED READINGS::

- Managerial Economics P.L Mehta Sultan Chand and sons
- Adhikary,M. **Business Economics.**, New Delhi, Excel Books.
- Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall Inc.
- Chopra, O.P., **Managerial Economics**, New Delhi, Tata McGraw Hill.
- Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
- Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
- Milgrom, P and Roberts J. **Economics, Organization and Management.** Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

SUBJECT CODE-107
ACCOUNTING FOR MANAGERS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Introduction to Accounting - ● Meaning of Accounting, GAAP ● Accounting concepts and conventions, Double Entry System of accounting ● Journalizing the Transactions ● Posting entries in Ledger Accounts and Preparation of Trial Balance.
UNIT-2	Preparation of Final Accounts - ● Differentiation between Capital and Revenue Expenditure and Receipt ● Trading Account, Profit and Loss account ● Balance Sheet with Adjustment Entries.
UNIT-3	Accounting in different fields: ● Concept of Inflation Accounting, Human resources accounting.
UNIT-4	Introduction to Cost Accounting: ● Nature, Role, Scope, Concept of cost centers and cost units ● Classification of cost by nature and behavior ● Essentials while establishing a cost system.
UNIT-5	Cost – Volume – Profit Analysis: ● Calculating BEP, Margin of Safety, Calculation, and Interpretation of BEP under different situations. ● Graphical Method of Calculating BEP

SUGGESTED READINGS::

- R.L. Gupta, V.K. Gupta, "**Principles of Accountancy**", Sultan Chand & Sons, 6th Edition, 1996.
- S.N. Maheshwari, "**Introduction to Accounting**", Vikas Publishing House, New Delhi: III Edition, 2001.
- S N Maheshwari, "**Cost Accounting, Theory and Problems**", Vikas Publications, New Delhi: III Edition 2000.

SEMESTER-2

SUBJECT CODE - 201
HOSPITAL PLANNING

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Planning-concepts, components and steps involved in planning process, advantages, and limitations of planning. • Planning the Hospital, planning for a new hospital, Equipment planning, Operational plan.
Unit 2	• Planning the Hospital Building, Furnishing and Equipping the Hospital. • Purchase of Capital equipment. • Profiles of Some well-built hospitals like Apollo, Fortis.
Unit 3	• Organization of the Hospital. • Organizational Structure. • Management Structure. • Organizational Charts.
Unit 4	• Planning & Designing Administrative Services. • Financial Management unit. • Hospital Information system. • Nursing Service Administration Unit.
Unit 5	• Management of the Hospital. • Recruitment and Selection. • Orientation, Training & Development. • Professional Management of Hospitals-Case Study.

SUGGESTED READINGS:

Hospital Operations 1: S Parkodi

Hospital Supportive Services: Sangeeta Natrajan

Principles of Hospital Administration and Planning: B.M.Sakharkar , Hospital Planning & Hospital Management: Kunders

SUBJECT CODE - 202
PLANNING AND DESIGNING OF HOSPITAL SERVICES

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Planning and Designing Medical and Ancillary Services. • Outpatient services, Emergency services, Clinical Laboratories. • Radiological services, Surgical Department.
Unit 2	• Planning & Designing Nursing Services. • General Nursing unit, Pediatric Nursing unit. • Intensive Care unit. • Newborn Nurseries.
Unit 3	• Planning and Designing Supportive Services. • Admitting department, medical records department. • Central sterilization and Supply department. • Pharmacy, Materials Management. • Housekeeping.
Unit 4	• Planning & Designing Public areas and Staff facilities. • Engineering department, Maintenance Management. • Electrical system, Air conditioning, Water supply, Sanitary system.
Unit 5	• Planning & Designing Communication systems. • Environmental Control. • Solid waste management, Transportation. • Safety and Security services. • Case Studies.

SUGGESTED READINGS:

- Hospital Operations 1: S Parkodi
- Hospital Supportive Services: Sangeeta Natrajan
- Principles of Hospital Administration and Planning: B.M.Sakharkar
- Hospital Planning & Hospital Management: Kunders

SUBJECT CODE - 203
RESEARCH METHODOLOGY

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction: Concept, Types of Research, Characteristics of Good Research. • Research Process; Problem Identification, Formulation of Business Research Objectives
Unit 2	• Research Designs: Exploratory, Descriptive and Causal Research Designs. • Sampling Design: Fundamentals of Sampling Design, Non-probability, and Probability Sampling.
Unit 3	• Methods of Data Collection: Primary and Secondary sources of data. Survey and Observation methods • Questionnaire Design: Techniques and Precautions
Unit 4	• Interpretation Data Interpretation, Techniques of Interpretation, • Report Writing: Steps in Writing Report, Generic layout of a Research Report
Unit 5	• Summarizing the Data: Mean, Median and Mode. • Application of Research in the Functional Areas of Management: Marketing, Production, HR, and Finance.

SUGGESTED READINGS:

- C.R.Kothari: Research Methodology, New Age International Publishers
- Cooper and Schindler: Business Research Methods, TMH
- Gupta S. P. and Gupta, M. P., Business Statistics, Sultan Chand and Sons, New Delhi, 1997.
- Naresh Kumar Malhotra: Marketing Research

SUBJECT CODE - 204
MARKETING OF HOSPITALS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	Marketing: Concept, Nature and Scope, Marketing Environment, Elements of Marketing mix for Hospitals
Unit 2	- Importance of Marketing to Healthcare Organizations, Challenges in Practicing Marketing in Healthcare Industry. - Marketing Information & Research. - Market Segmentation, Targeting and positioning. - Buying Behavior of consumer regarding Hospital Services.
Unit 3	- Product Decisions- Types of Products, Product Life Cycle, New Product Development Stages. - Pricing Objectives in Healthcare, Factors Influencing Pricing Decisions.
Unit 4	- Sales Force in Healthcare Organizations. - Advertising in Healthcare Industry. - Sales Promotion Practices in Healthcare Organizations, Publicity Practices
Unit 5	- Marketing Control, Challenges in Hospital Services Marketing. - Non-Profit Organizations and Marketing, Concept of Medical Tourism.

SUGGESTED READINGS::

- Philip Kotler, Marketing Management Analysis, PHI, New Delhi.
- R.S. Davar, Modern Marketing Management, Universal Book Sellers, New Delhi.
- Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.
- McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
- Ramaswamy, V.S. I, Marketing Management: Analysis, Planning: Implementation & Control, Macmillan, Chennai.
- Philip Kotler & Armstrong Jr., Principles of Marketing: PHI, New Delhi.
- Ramaswamy V.S. & Nama Kumari's Marketing Management Planning, Implementation & Control, McMillan India Ltd.

SUBJECT CODE - 205
CONSUMER BEHAVIOUR

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction to consumer Behaviour – Diversity of consumer Behaviour, concept and need for studying Consumer Behaviour. • Consumer Research- Value and Process.
Unit 2	• Consumer Modeling: The economic model, Learning Model, Psychoanalytic model, The Sociological Model, The Howard Seth model of Buying Behavior, The Nicosia model, The Engel -Kollat-Blackwell Model.
Unit 3	• Consumer decision-making and its process, adoption process of innovations • Organizational buying meaning and definition • Stages of industrial buying process • Factors influencing industrial buying behavior
Unit 4	• Individual Determinants of Consumer Behaviour- Perception, Meaning of Perception- the perceptual process-Factor responsible for perceptual, Distortion • Learning - Elements, process, Learning Theories, and measures of consumer learning, • Motivation- Consumer Motivation, Needs And goals, Characteristics, Types and system of needs, measurement of motives.
Unit 5	• Influence of Social class –Definition, social stratification, Factors responsible for social stratification –characteristic features of social Classes, Social influence on consumer behavior. • Definition and Meaning of Group- Reasons for formation of group –Types of Groups relevant to consumer behavior – Family life cycle- Friendship Group, Formal social clubs- Shopping, and Friends groups- Work group-SUGGESTED READINGS:group.

SUGGESTED READINGS:

- Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House.
- Schiff man & Kanuk, “Consumer Behavior”, Pearson Education
- 2. Laudon & Bitta: Consumer Behaviour Tata McGraw Hill
- M.R. Solomon, “Consumer Behavior”, Pearson Education

SUBJECT CODE-206**HUMAN RESOURCE MANAGEMENT**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	• Concepts and Perspectives on Human Resource Management • Evolution and Philosophy of Human Resource Management • HR challenges in changing environment
UNIT-2	• Human Resource Policy and Planning • Job Analysis. Methods of , Job Analysis, Description • Job specification.
UNIT-3	• Recruiting and Selecting Human Resources • Placement and Induction.
UNIT-4	• Manpower Training and Development • Performance Appraisal and Potential Evaluation • Job Evaluation, Compensation management .
UNIT-5	• Employees' Welfare • Industrial Relations & Trade Unionism • Grievance Management.

SUGGESTED READINGS:

- Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.
- Das, R.P. Management of Industrial Relations, Varanasi, MTC
- Rao, N and Das R.P. Cases in Human Resource Management, Himalaya Publishing House, Mumbai.
- De Cenzo, D.A. & Robbins S P. Human Resource Management, New York, John Wiley.
- Guy, V & Mattock J. The New International Manager, London, Kogan Page.
- Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.
- Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata McGraw Hill.
- Dwivedi, R.S. HRM in Indian Organization, New Delhi, Galgotia.
- Pareek, Udai. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.
- Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management Richard D. Irwin, Lllionis.

SUBJECT CODE - 207

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	HumanResourcePlanning:StrategicPlanning,BasisforHRP,Meaning,Benefits, Objectives, MethodsandTechniques.
Unit 2	- HR Demand and Supply forecasting. - Job Analysis: Meaning, Purpose, Process, Methods of CollectingData. - Recruitment:Meaning,ModernTechniquesofRecruitment. - Sources-Internet Based,Placement Agencies.
Unit 3	- HumanResourceDevelopment:Significance,ConceptofHRD, - FeaturesofHRD,Scope, Need, - Framework,TechniquesofHRD, Functionsof HRDManager.
Unit 4	- ResearchinHRD, HRDforworkers,HRDOverviewinGovt.andPrivatesystems, - HRDforHealth,andHRDinServiceIndustries (Banking, Hospital, Eventetc.)
Unit 5	- Careerplanning-Need,Process.CareerDevelopmentSteps. - TQMConcepts,HRDandTQM,Roleof Training inHRD.

SUGGESTED READINGS:

- RecentExperiencesinHRD,Rao,T.V., NewDelhi.Oxford&IBH
- Humanresourcedevelopment&management1ed,GhoshBiswanath,VikasPublication
- EvaluationofHRD,Pareek,Udai,Jaipur,RawatPublications
- S.S.Khanka, HumanResourceManagement”.S.Chand& CompanyLtd.

SUBJECT CODE - 208
INDUSTRIAL RELATIONS AND LABOUR LAWS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Industrial Relation - Introduction, Evolution of Industrial Relation in India • Evaluation Stages of Industrial Relation, Essentials of Modern Industrial System • Industrial Relation in India, Conditions of Good Industrial Relation
Unit 2	• Industrial Relation Strategy, Parties to Industrial Relation, • Grievance- Meaning, Causes of Grievance, Procedure for Settlement of Grievance, Grievance Settlement Mechanisms.
Unit 3	• Industrial Disputes Act 1947.
Unit 4	• Provident Fund Act 1952, • Minimum wages Act 1948, • Payment of wages Act 1936, • Payment of Bonus Act, 1965.
Unit 5	• Trade union Act 1926 • Factories Act 1948, • Workmen Compensation Act 1923, • payment of gratuity Act 1972.

SUGGESTED READINGS::

- Labour and Industrial laws, P.K. Padhi , Second edition , PHI.
- Human Resource Management, K.Aswathappa , TMH.

SUBJECT CODE - 209
Practical and Viva-Voice

Maximum Marks – 100
Minimum Passing Marks – 40

Practical 1	Business Documentation Financial Agreement, Business Report Writing, Company Bylaws, Employment Agreement, Meeting Minutes Document, Non-Disclosure Agreement, Business Plan, Transactional Document, Business Insurance, Business Compliance Document, Proposals, Company Policy, Administration Related Paper works.
Practical 2	Presentations Individual Presentation, Group Presentation, Objective Specific Presentations
Practical 3	Hospital Visit & Hospital Operation, Lab and workshops
Practical 4	Group Discussions, Debate, Seminar
Practical 5	1 Research Paper

SEMESTER 3

SUBJECT CODE - 301
LEGISLATION FOR HEALTH AND HOSPITALS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction Of Laws Applicable to Hospitals. • Introduction to Medico Legal Cases, Functioning of Hospitals and Medico – Legal Responsibilities, Medico- Legal Problems in Relation to Health Administration. • Provision Of Commissioning of Hospitals: Registration of Companies Act 2013 With reference to Incorporation of Hospitals as A Company, Indian Medical Council Act 1956.
Unit 2	General Law of Contract: • Essentials of A Contract, Offer and Acceptance, Capacity of Parties Free Consent, Consideration and Legality of Object, Void Argument and Contingent Contract • Law of Privileged Communications.
Unit 3	Laws Governing Medico-Legal Aspects: • List Of Offences & Professional Misconduct of Doctors as Per Medical Council of India. • IPC Section 52 ,80, 89, 92,93, 100, 93 ,262, 269, 278, 284,304 A, 336, 337 And 338. • Indian Evidence Act Section 126. • Law of Tort.
Unit 4	Laws Related to Medical Procedures: • Medical Termination of Pregnancy Act 1971(MTP Act) • Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act) • Transplantation of Human Organ Act 1994
Unit 5	Laws Related to Drugs and Pharmacy: • Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 (Blood Bank Regulations Under Drugs and Cosmetic Rules). • Pharmacy Act 1948 • Consumer Protection Act – Definition – Consumer Protection Council – Consumer Disputes Redressal Agencies – Other Salient Features – Application of Consumer. Protection Act in Hospital – Recent Judgment of Supreme Court – Implication for Health Professionals

SUGGESTED READINGS:

- Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi
- Kuchhel, M.c, 2003, Marcentile Law; Vikas Publishing Private Ltd. New Delhi
- Pathak, Legal Aspect of Business, TMH
- Law & Ethics in Nursing & Health Care, NelsonThron

SUBJECT CODE - 302**QUALITY MANAGEMENT IN HOSPITALS AND HEALTH CARE SERVICES**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction, Concept, Definition of Quality Management, Origin and development of Quality Management, Total Quality Management (TQM) . • Importance and Significance of TQM, Continuous Quality Improvement (CQI), Quality Circle, Quality Control, Quality Assurance.
Unit 2	• Philosophies of Total Quality Management, Deming's Philosophy, Juran's Philosophy, Crosby, Ishikawa philosophy, Donabedian's quality concept, • Cost of Poor quality, • Pre-requisite for the Quality management in the Hospital • Quality Policy & Objectives
Unit 3	• Quality Improvement Project and Tools- Flow Chart, Process mapping, Root Cause Analysis-Fish Bone diagram, Pareto analysis, PDCA Cycle, Control Chart, Kaizens, Just in Time (JIT), Benchmarking, • Six Sigma and Lean techniques, Business Process Reengineering for the Hospitals
Unit 4	• Medical Audit- Concept, Method and process of Medical Audit, Medical Audit related to Diagnosis, Investigation and Treatment, Performance Evaluation. • Measurement of Patient Satisfaction, Hospital Performance Indicators, Hospital Utilization Statistics.
Unit 5	• Accreditation- Introduction and Concept of Hospital Accreditation, Accreditation process, Accreditation Scenario in India & Abroad, • Overview of ISO, NQAS, NABH, ISQUA, JCI accreditation programme.

SUGGESTED READINGS::

- Dr S.K. Joshi, Quality Management in Hospitals: Jaypee Brothers
- D.C. Joshi & Mamta Joshi, Hospital Administration: Jaypee Brothers
- Anjan Prakash, Medical Audit: Jaypee Brothers
- Principles of Hospital Administration and Planning: B.M.Sakharkar
- Besterfield, Dale H (et al), Total Quality Management: Pearson Education

SUBJECT CODE - 303
HEALTH ADMINISTRATION

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Meaning & Concept of Health, Disease, Care and Administration. • Various Levels of Prevention/Care & Cure, Levels of Management. • Health Administration in India. • Organization Of Health Services at Centre, State & District Level. • General Introduction to Organization of Health Care Delivery System in India.
Unit 2	• Factors Determining Availability and Cost of Medical Care. • Steps/Techniques to Reduce the Cost of Medical Care. • Healthcare Resource Planning and Allocation. • National Health Programs- Rationale, Impact.
Unit 3	• Urban Medical Care System Including That in Metropolitan Cities. • Rural Medical Care. • Role Of State, NGO's, Private Medical Practitioners, Community in Healthcare. • Organization And Administration of Better Medical Care. • National Health Policy and National Population Policy (Latest Reviews).
Unit 4	• Management Of Cost Benefit Analysis of Healthcare Plans and Programs. • Success / Failure Analysis for Various Health Plans, Programs, Schemes Etc. • Research For Health Plan & Program Requirements. • Significance Of Materials Management in Healthcare.
Unit 5	• Alternative Systems of Health Care: Ayurveda, Yoga, Naturopathy, Unani, Siddha, Sowa-Rigpa and Homoeopathy- General Introduction and Their Role In Overall Healthcare System, Yoga & Its Global Relevance. • WHO And Other International Health Agencies. • Pandemic & Epidemic: Concept, Management Practices. • Immunization, International Recommendations for Immigrant's Vaccination. • Quarantine And Isolation, Rehabilitation.

SUGGESTED READINGS::

- K Park Park's Text Book of Preventive and Social Medicine.
- B.K. Mahajan Text Book of Preventive and Social Medicine.

SUBJECT CODE - 304**BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Meaning and nature of business ethics, Need for business ethics, Scope of Business Ethics, • Business Values.
Unit 2	• Corporate Social Responsibility: Meaning, need for CSR, benefits of CSR, • CSR Case Studies.
Unit 3	• Environmental issues; Social issues, Labor and related issues, Ethical and governance issues, • Social responsibility of business stakeholders (owners, employees, consumers, and community) • Response of Indian firms towards CSR.
Unit 4	• Management lessons from Shri Ramcharitmanas, Shrimadbhagwad Gita.
Unit 5	• Teachings of various religions Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism.

SUGGESTED READINGS::

- P B Deshmukh "consciousness Development and value education, 2012 SSTC Publication.
- Peter Pratley, "The Essence of Business Ethics", New Delhi, Prentice Hall of India, 1997.
- S.K. Chakraborty, "Ethics in Management-Vedantic Approach", New Delhi, Oxford India Ltd., 1999
- Swami Someswarananda, "Business Management Redefined-the Gita Way", Mumbai, Jaico Publishing House, 2000
- Swami Jitatananda, "Indian Ethos for Management", Rajkot, Ramakrishna Ashrama, 1996
- S. K. Chakraborty, "Managerial Transformation by Values", New Delhi, Sage Publication, 1990
- S. K. Chakraborty, "Management by Values", New Delhi, Oxford University Press, 1992
- Ahmedabad Management Association (AMA), "Ancient Indian Wisdom for Self-development", Ahmedabad, AMA, 1995

SUBJECT CODE - 305
EVENT MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction to event management. • Defining an event, Event as a marketing tool, Importance, and scope of events. • Diverse marketing needs addressed by events—brand building, focusing the target market, implementation of marketing plan.
Unit 2	• Key elements of events, Event infrastructure, core concept, and core people, core talent, core structure. • Concept of markets in events: revenue and non-revenue generating customers, segmentation and targeting of the markets for events.
Unit 3	• Concept of pricing in events. • Concept of promotion in events: networking components- Print media, Radio, Television, The internet, Cable network, outdoor media, direct marketing, public relations.
Unit 4	• Activities in Event Management: Pre-event, During event, Post event, • Planning, Organizing, Staffing, Leading, and Controlling. • The qualities of a good event planner
Unit 5	• Evaluating and measuring event performance. • Writing event proposals, Event proposal format, Sample event proposal.

SUGGESTED READINGS::

- Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- Hospitality marketing & mgt- J.M. Mrthews I st ed.-2006-Avishkar Publisher
- Media & Communication Marketing mgt. –Rapuda-Himalaya Publishing House
- Best Practices in Modern Event Mgt.-Goldblatt-, John Viley& Sons

SUBJECT CODE - 306
STRATEGIC MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Evolution of strategic management and Business Policy, concept of strategy. • Strategic decision- making, Issues in strategic decision-making. • Strategic management and elements in strategic management process.
Unit 2	• Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. • Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political, and technological). • Environmental scanning techniques- ETOP and SWOT.
Unit 3	• Corporate level strategies- Stability, Expansion, Retrenchment and Combination strategies. • Business level strategies-Porter's framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. • Strategic Analysis and choice-Corporate level analysis (GE Nine cell). • Industry level analysis, Porters' five forces model.
Unit 4	• Strategy implementation: Resource allocation, Projects, and Procedural issues.
Unit 5	• Strategic control and operational Control. • Organizational systems and Techniques of strategic evaluation.

SUGGESTED READINGS:

- Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.
- Keen, Peter and Mark McDonald, The e-Process Edge, Delhi. Tata McGraw Hill.
- P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.
- V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.
- R.M. Srivastava, Corporate Strategy and Planning, Himalaya, Mumbai.
- R. Nanjundaiah, Strategic Planning and Business Policy, Himalaya, Mumbai

SUBJECT CODE–307**TRAINING AND PERFORMANCE MANAGEMENT**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Training and Development: Definition, Scope, Nature, and Importance. • Motivation, Establishing Training Objectives, Training Process.
Unit 2	• Implementing the Training Programs: Training design, Training Methods (off the job and on the job) • Trainers and training styles, Implementation of training program, Evaluation of training program.
Unit 3	• Performance Management: Introduction to Performance Management, nature, scope, importance. • Performance appraisal, meaning, need and purposes, methods of performance appraisal.
Unit 4	• Performance Appraisal process, challenges of performance appraisal, Job evaluation, methods of Job evaluation.
Unit 5	• Appraisal Methods based on approaches, Ranking, Check List, Graphic Rating Scale, BARS, MBO. • 360-degree Feedback, Definition & Uses of 360-degree feedback, Advantage and Disadvantage of 360-degree feedback.

SUGGESTED READINGS:

- Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000.
- Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000.
- Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
- Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books
- Hartle: Transforming Performance Management Process, Kogan page.
- Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
- Herman Aguinis: Performance Management, Pearson Education

SUBJECT CODE- 308
SALES AND ADVERTISING MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Sales Management- Meaning, Significance, Functions of Sales Manager. • Recruitment, Selection, Training and Motivation of Sales Personnel.
Unit 2	• Sales Organization - Theory of Selling-AIDA. • Allocation of Sales Territory, Sales Forecasting, Sales budgeting.
Unit 3	• Definition of Advertising, Advertising objectives. • Importance and benefits of advertising, Classification of advertisements.
Unit 4	• Advertising appeals, advertisement copy for print, radio, TV, and outdoor media. • Advertising agencies: Organization structure and working of advertising agency.
Unit 5	• Advertising Media: Newspaper, Magazine, Television, Radio & Online advertising, social media advertising

SUGGESTED READINGS:

- Advertising Planning and Implementation: Sangeeta Sharma, Raghuvir Singh
- Sales and distribution Management P. K Agrawal, Manoj Kumar Pragati edition
- Charles Futrell, ABC of Selling, AITBS, New Delhi.
- Ramaswamy, Sales Management, Sterling, New Delhi.
- Bellur and Bekman, Sales Management, Himalaya, Mumbai.
- Manendra Mohan, Advertising Management, TMH, New Delhi.
- Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.
- Norris, Advertising Management, Prentice Hall of India, New Delhi.

SUBJECT CODE - 309

Practical And Viva-Voice

Maximum Marks – 100

Minimum Passing Marks – 40

Practical 1	Research Paper Students must write 4 research paper (Subject will be decided by faculties).
Practical 2	Presentations Individual Presentation, Group Presentation, Objective Specific Presentations
Practical 3	Community development Activities/ Village & Outdoor Visit/ Industrial Visit
Practical 4	Group Discussions, Debate, Seminar

SEMESTER-4

SUBJECT CODE-401
ENTREPRENEURSHIP

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Entrepreneurship - ● Evolution, Concept, Growth ● Role Entrepreneurship in Economic Development ● Women Entrepreneurship ● Rural Entrepreneurship ● Entrepreneurial Decision Process.
UNIT-2	Entrepreneur - ● Evolution of The Concept, Characteristics, Decision Process ● Functions, Need for An Entrepreneur ● Types of Entrepreneurs, Global Entrepreneurship Environment
UNIT-3	Entrepreneurial Environment - ● Factors Affecting Entrepreneurship Growth ● Entrepreneur Development Process, Entrepreneurial Motivation
UNIT-4	Opportunity Identification and Selection, Formulation of Business Plans, Project Appraisal.
UNIT-5	Financing Of Enterprise, Institutional Finance to Entrepreneurs, Institutional Support to Entrepreneurs.

REFERENCES

- David H. Holt Entrepreneurship: New Venture Creation, PHI
- Mary Coulter Entrepreneurship in Action, PHI
- B.K. Mohanty Fundamentals of Entrepreneurship, PHI

SUBJECT CODE-402
RETAIL MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Retailing - Nature, Scope, and Opportunities • Types of retailers: merchandise retailers, non-store retail formats • Service retailing: types of ownership, functions of retailers; FDI and retailing in India.
UNIT-2	Retail Market Strategy - • Definitions, retail planning process • Financial strategy, location strategy • Human resource strategy, retail MIS.
UNIT-3	Retail Mix Strategies - • Buying merchandise, pricing, • Retail communication mix, multi-channel retailing.
UNIT-4	Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.
UNIT-5	Rural Retailing - • Introduction, an overview of the Indian rural market, • Role of rural retailing in India, Challenges in Indian rural market • Rural retail players in India, Rural retail strategies • Future of rural retailing.

REFERENCES:

- **Swapna Pradhan Tata McGraw Hill education**
- Lamba A, 'Retail marketing', TMH
- Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education Suja Nair Himalaya Publishing House

SUBJECT CODE-403
Project and Viva-Voice

Maximum Marks – 300
Minimum Passing Marks – 120

The students will be required to undergo training in a reputed business organization and undertake a comprehensive study and submit a report at the end of the semester, followed by Presentation and Viva under the observation of external examiner.