



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHMSA301 STRATEGIC MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A301	MAJ	Strategic Management	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

1. To enable students to have a clear understanding of the Strategic Management.
2. To enable learners to become better decision-makers

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

CO-1: Understand the concept of strategic management and its significance in managing business successfully and to understand and analyze a firm's external and internal environment, for strategy formulation to compete with rivals.

CO-2: Develop a detailed understanding of strategies at corporate, business and functional levels.

CO-3: Will help in acquainting about the process of strategy implementation and the challenges of managing Change

CO-4: Will help in decision making on the bases of functional strategy matrix for corporate

CO-5: Will help to implement the strategies effectively and evaluate them for better control

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
T2 Assignments, Presentation Seminars, Quizzes

ASSESSMENT TOOLS:

- ATL1** Quiz
ATL2 experiential learning
ATL3 Midterm Exams
ATL4 Seminar Presentation

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(In Association with Shalby Academy)

III SEMESTER (2025-2027)

ATL5 Assignments

ATL6 Industrial Visit Report

MBAHMSA301 STRATEGIC MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A301	MAJ	Strategic Management	60	20	20	-	-	3	-	-	3 (30 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; MAJ – Major

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks

PREREQUISITES:

Knowledge of Principles and Practices of Management

SYLLABUS:

Units	Descriptors/Topics	Hours	Assessment Tools
I	Introduction to Strategic Management 1. Introduction to Strategy 2. Levels of Strategy 3. Relation between strategy and business model, 4. Strategic Management Process, 5. Basic model of SM, 6. Strategic direction-Vision, Mission and Objectives 7. Types of objectives.	4	ATL1 ATL2
II	Environment Analysis 1. Environmental	6	ATL 1

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	scanning; 2. Macro-Environment analysis, 3. Industry analysis 4. Competitive forces, 5. Environmental Threat and Opportunity Profile (ETOP), Competitor analysis. 6. Internal scanning: Organisational analysis; Scanning Functional Resources and Capabilities, 7. Resource-based approach to strategy 8. Value chain analysis		ATL 2 ATL 3
III	Strategy formulation: 1. Business Strategy – Porter's generic strategies 2. Other strategic framework- TOWS Matrix, Product-market matrix; 3. Strategies for specific industry situations – strategies for different stages of PLC, strategies for industry leaders, runners-ups and followers, 4. Defensive and offensive strategies 5. Outsourcing strategies	8	ATL 2 ATL 4

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

IV	Corporate Strategy: 1. Strategies for growth: Diversification and Integration; 2. Modes of entering new business – internal start-up, mergers and acquisitions 3. Franchising in Healthcare industry 4. Retrenchment strategies – Turnaround, divestment and Liquidation strategies, 5. Cooperative strategies – Alliances and joint ventures; 6. Grand Strategy Selection Matrix; 7. Portfolio analysis- BCG, GE Nine Cell Matrix	6	ATL 2 ATL 4 ATL 5
V	Strategy implementation 1. Relationship between formulation and implementation; 2. Resource Allocation, Budgets, policies and procedures; 3. Importance of structure, leadership and corporate culture in strategy implementation, Organizational design and change 4. Functional Issues – Financial, Marketing, Operations and Personnel Plans, Building capable organization 5. Strategy Evaluation and Control: Techniques of strategic evaluation and control, 6. Strategic Information Systems, Operational Control.	6	ATL3 ATL 4 ATL 5

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

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ADDITIONAL RESOURCES

A. Value addition to course content/ Skill enhancement content:

https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg139

B. Remedial classes for slow learners:

As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Thompson, Arthur, A., Peteraf Margaret, Gamble John, E., Strickland, A.J, (2020), *Crafting and Executing Strategy, The Quest for Competitive Advantage: Concepts and Cases*, 21st ed, McGraw Hill
2. Pearce John (2018), *Strategic Management*, 14 ed, McGraw Hill
3. Bhandari, A., & Verma, R. P. (2013). *Strategic management: A conceptual framework* (1st ed.). McGraw Hill.
4. Gupta, V., Gollakota, K., & Srinivasan, R. (2007). *Business policy and strategic management: Concepts and applications* (2nd ed.). PHI Learning.
5. Hoskisson, R. E., Hitt, M. A., & Ireland, R. D. (n.d.). *Strategic management: Competitiveness and globalization – Concepts and cases* (Latest ed.). Pearson Education.
6. Hunger, J. D., & Wheelen, T. L. (n.d.). *Essentials of strategic management* (Latest ed.). Pearson Education.
7. Johnson, G., Whittington, R., Regnér, P., Scholes, K., & Angwin, D. (n.d.). *Exploring strategy: Text and cases* (Latest ed.). Pearson Education.
8. Kachru, U. (2015). *Strategic management* (2nd ed.). McGraw Hill.
9. Kazmi, A., & Kazmi, A. (2015). *Strategic management* (4th ed.). McGraw Hill.
10. Kim, W. C., & Mauborgne, R. (2015). *Blue ocean strategy, expanded edition: How to create uncontested market space and make the competition irrelevant*. Harvard Business Review Press.
11. Porter, M. E. (n.d.). *Competitive strategy: Techniques for analyzing industries and competitors* (Latest ed.). Pearson Education.
12. Rothaermel, F. T. (2018). *Strategic management* (3rd ed.). McGraw Hill.
13. Srivastava, R. M., & Verma, S. (n.d.). *Strategic management: Concepts, skills and practices*. PHI Learning.
14. Thomas, J. (n.d.). *Strategic management* (Latest ed.). Pearson Education.

Suggested e- resources (Websites/e- books)

1. HBR , MIT Sloan, McKinsey , etc articles
2. E book : https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_097.pdf

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MBA-Healthcare and Hospital Management
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III SEMESTER (2025-2027)

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	2	--	--	--	1	--	1	1
CO2	2	3	2	1	2	1	1	2	2	1
CO3	1	2	3	2	3	2	1	2	3	1
CO4	1	3	3	2	3	3	1	3	2	1
CO5	1	3	3	1	3	3	1	3	3	1

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Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHMSA302 QUALITY MANAGEMENT & ACCREDITATION FOR HOSPITAL

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHM SA302	MAJ	Quality Management & Accreditation for Hospital	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

1. To enable students to have a clear understanding of quality management and accreditations for a hospital.
2. This course is designed specifically for enabling individuals to become better in planning and delivering higher quality in a hospital by providing a detailed understanding of Quality Management and Accreditation for Hospitals.

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

- CO-1: Exposing the students to various facets of quality and its relevance to business and its management.
- CO-2: Understanding application of Statistical Quality Control tools.
- CO-3: To describe and discuss various principles of TQM.
- CO-4: Acquire knowledge of quality certifications and Awards
- CO-5: Acquaint about Hospital Accreditation like NABH, NABL and JCI.

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
- T2** Assignments, Presentation Seminars, Quizzes

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

ASSESSMENT TOOLS:

- ATL1 Quiz
- ATL2 experiential learning
- ATL3 Midterm Exams
- ATL4 Seminar Presentation
- ATL5 Assignments
- ATL6 Industrial Visit Report

PREREQUISITES:

Knowledge of Principles and Practices of Management

SYLLABUS:

Units	Descriptors/Topics	Hours	Assessment Tools
I	Quality: 1. Concept and its relevance to business competitiveness, 2. Benefits of quality management, changing criteria of quality, 3. efficiency v/s effectiveness, drivers of quality, 4. definition of quality, Internal & External customers, Quality, Profitability and Cost, Customer focus, 5. Quality Issues and Quality Models (Gaps model, SERVQUAL); Quality measurement and improvement, 6. Demand-supply Management. 7. Services Failure, Service Recovery, Customer satisfaction and Retention, Patient	6	ATL1 ATL2

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	Relationship Management, 8. Designing of Service Strategy.		
II	Quality Control and Quality Assurance: 1. Concept and Introduction. Statistical Quality Control: 2. Principles of Control Charts: Control Charts for attributes and variables, Acceptance Sampling Techniques, 3. Seven basic tools of quality (Including calculations of Control Charts), Process Capability ratio	7	ATL 1 ATL 2 ATL 3
III	Total Quality Management 1. Juran's and Deming's Principles, Quality Circle, KAIZEN, 2. Quality Maintenance Management, 3. Total Productive Maintenance, 4. Mistake Proofing 5. Quality function deployment	7	ATL 2 ATL 4
IV	Quality Systems 1. ISO Systems, 2. ISO Certification Schemes, 3. Preparing an Organization for ISO Certification,	6	ATL 2 ATL 4 ATL 5

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	4. Role of Consultants 5. Quality Awards- Baldrige, Deming, Tata Excellence and JIPM Award Systems,		
V	Accreditations NABH, NABL and JCI Accreditation	4	ATL1 ATL 2

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHM SA302	MAJ	Quality Management & Accreditation for Hospital	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

ADDITIONAL RESOURCES

- A. Value addition to course content/ Skill enhancement content:**
https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg02
- B. Remedial classes for slow learners:**
 As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Bedi, K. (2006). *Quality management*. Oxford University Press.
2. Bhatnagar, A. (2012). *A text on total quality management*. Vrinda Publications.
3. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. (2003). *Total quality management* (3rd ed.). Pearson Education.
4. Frank, M., Gryna, R. C. H., Chua, J. A., & DeFeo, J. A. (2007). *Juran's quality planning and analysis for enterprise quality* (5th ed.). Tata McGraw-Hill.
5. Gittow, H., Openheim, A., & Oppenheim, R. (2004). *Quality management*. McGraw-Hill.
6. Joshi, S. K. (2009). *Quality management in healthcare*. Jaypee Brothers Medical Publishers.
7. Montgomery, D. C. (1996). *Introduction to statistical quality control*. John Wiley & Sons.
8. Mukherjee, P. N. (2006). *Total quality management*. PHI Learning.
9. Nigama, S. (2005). *Total quality management*. Excel Books.
10. Pande, P., & Holpp, L. (2002). *What is Six Sigma?* Tata McGraw-Hill.
11. Starr, M. K. (2008). *Production and operation management*. Biztantra.
12. Wakhlu, B. (1998). *Total quality*. S. Chand.

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13. Zaidi, A. (2010). *SPC: Concepts, methodologies and tools*. Pearson Education.

Suggested e- resources (Websites/e- books)

- 1 HBR, McKinsey, MIT Sloan, etc articles
- 2 E-book
<http://ndl.ethernet.edu.et/bitstream/123456789/91902/1/Introduction%20to%20Healthcare%20Quality%20Management%20%28%20PDFDrive%20%29.pdf>

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)-Quality

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	1	2	2	--	1
CO2	3	1	2	1	2	--	2	3	1	1
CO3	3	1	2	1	2	1	2	3	1	2
CO 4	3	2	2	1	1	--	2	2	2	3
CO5	3	3	2	1	1	--	2	2	3	3

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MBA-Healthcare and Hospital Management

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III SEMESTER (2025-2027)

MBAHMSA303 STRESS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A303	MAJ	Stress Management	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

1. To enable students to have a clear understanding of the basics of Stress Management.
2. This course is designed specifically for enabling individuals to become better at managing stress by providing a detailed understanding of Stress Management.

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

- CO-1: To understand the nature of stress, and the relationship between stress and managerial problems.
- CO-2: To examine the various methods of assessing personal and organisational stress, and indicating ways of coping with stresses
- CO-3: To get practical exposure through project

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
- T2** Assignments, Presentation Seminars, Quizzes

ASSESSMENT TOOLS:

- ATL1** Quiz
- ATL2** experiential learning

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

- ATL3 Midterm Exams
 ATL4 Seminar Presentation
 ATL5 Assignments
 ATL6 Industrial Visit Report

PREREQUISITES:

SYLLABUS:

Module	Descriptors/Topics	Hours	Assessment Tools
I	Understanding Stress What is Stress, Stressors Personal causes of stress, Organizational causes of stress, The General Adaptation Syndrome, Fight or flight response,	3	ATL1 ATL2
II	Symptoms of stress, 1. The three Ps- consequences of Stress, 2. Stress In individuals, 3. Types of personalities, 4. Transactional Analysis, 5. Locus of Control, 6. Work life Balance, 7. Verbal and Non- verbal Indicators of Stress, 8. Leadership Styles in Stressful and Non- Stressful Situations	4	
III	Tips to conquer stress 1. Steps to conquer stress- Messenger- Choosing- Avoid complaining & blaming- 2. Look for advantages - one at a time- Don't	10	ATL 1 ATL 2 ATL 3

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	Compare yourself with others 3. Positive Attitude - Forgive & Forget -Give & Take Happiness- Render Service-		
IV	Practice Meditation- stress management skills – 1. Detachment- Filtering- Controlling, 2. Emotional Freedom- Decision Making under Stress- 3. Coping with Resources and Processes — Assertiveness Training - Stress and Social Support 4. Group Processes and Changing Values for Understanding and Coping with Stress	5	
V	Project Project based on stress management in Healthcare and Hospital Sector	8	ATL 2 ATL 4

ADDITIONAL RESOURCES

- A. Value addition to course content/ Skill enhancement content:**
https://onlinecourses.swayam2.ac.in/e-learning/preview/aic26_ge01
- B. Remedial classes for slow learners:**
 As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Goleman, D. (n.d.). *Stress management & emotional intelligence*.
2. Batra, P. (2000). *Simple ways to manage stress*. Think Inc.
3. Skye, P. (1999). *Off-loading stress at the workplace*. Pustak Mahal.
4. Agrawal, R. (2001). *Stress in life and at work*. Sage Publications India Pvt. Ltd.

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

Suggested e- resources (Websites/e- books)

1. <https://tinybuddha.com/>
2. https://crpf.gov.in/writereaddata/images/pdf/The_Stress_Management.pdf

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)-Stress

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	--	--	--	1	2	1	2	2
CO2	2	3	2	1	--	1	2	1	2	2
CO3	2	3	2	3	--	1	2	1	2	2

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHMSA304 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A304	MAJ	Logistics and Supply Chain Management	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

1. To enable students to have a clear understanding of the logistics and supply chain management.
2. This course is designed specifically for enabling individuals to become better decision-makers in logistics and supply chain management

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

- CO-1: Understand conceptual background of logistics and supply chain management and its application in healthcare and hospital management
- CO-2: Understand role of sourcing in healthcare supply chain
- CO-3: Understand how supply chain management and logistics can add value in Healthcare and Hospital Operations.
- CO-4: Understand humanitarian supply chain management and its role in healthcare management

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
- T2** Assignments, Presentation Seminars, Quizzes

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHMSA304 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A304	MAJ	Logistics and Supply Chain Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

PREREQUISITES:

knowledge of Distribution strategies

ASSESSMENT TOOLS:

- ATL1 Quiz
- ATL2 experiential learning
- ATL3 Midterm Exams
- ATL4 Seminar Presentation
- ATL5 Assignments
- ATL6 Industrial Visit Report

SYLLABUS:

Units	Descriptors/Topics	Hours	Assessment Tools
I	Understanding Logistics and Supply Chain Management 1. Meaning and concepts of Logistics and supply chain management 2. significance of supply chain management, supply chain and value chain concepts, 3. decision levels in supply chain management, supply	6	ATL1 ATL2

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	chain entity and its role, 4. impact of supply chain management on financial aspects of an organization 5. Value chain analysis for hospitals		
II	Sourcing: 1. Meaning of sourcing, strategic sourcing and e-sourcing, role of IT in sourcing, 2. vendor identification, negotiation and selection of vendors, contracting in purchasing, types of contract, legal aspects of purchase contracts, 3. Vendor relationship management, Vendor development, 4. Strategic collaboration with vendors: Vertical and tapered integration with vendors	6	ATL 1 ATL 2 ATL 3
III	Healthcare logistics: 1. Concept of landed cost 2. Basic concept of Inventory management in healthcare, inbound and outbound inventory	6	ATL 2 ATL 4
IV	Management in hospital stores 1. material handling in hospitals. 2. Concepts of Green and Reverse Logistics	6	ATL 2 ATL 4
V	Humanitarian supply chain management:	6	ATL 4

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	1. Meaning, concept, need, significance; 2. Strategies for Hospital equipment Planning and Selection 3. Hospital equipment Utilization Distribution, 4. Logistics of materials to various departments & auxiliary services 5. Managing retail chains in healthcare		ATL 6
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ADDITIONAL RESOURCES

A. Value addition to course content/ Skill enhancement content:

[Hhttps://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg52](https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg52)

B. Remedial classes for slow learners:

As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Kunders, G. D. (n.d.). *Hospital facilities planning & management*. Tata McGraw-Hill.
2. Jhamp, L. C. (n.d.). *Production (operation) management*. Everest Publishing.
3. Bhatt, K. S. (n.d.). *Production and materials management*. Himalaya Publishing House.
4. Gupta, S. (n.d.). *Hospital stores management: An integral approach*. Jaypee Brothers Medical Publishers.

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Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A304	MAJ	Logistics and Supply Chain Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested e- resources (Websites/e- books)

1. Principles of Supply Chain Management: Concepts & Practices, June 2025, Publisher: A2Z EDULEARNINGHUB LLP, ISBN: 978-81-988164-2-9
2. <https://sjce.ac.in/wp-content/uploads/2021/10/jnu-Supply-Chain-Management.pdf>

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)logistics

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	1	1	--	1	--	--	--	1	--
CO2	3	2	2	1	2	2	1	2	--	1
CO3	3	3	2	2	3	2	2	2	2	1
CO4	3	3	3	3	2	2	2	3	3	3

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHHMSA305 CLINICAL AND SUPPORT SERVICES MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A305	MAJ	Clinical and Support Services Management	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

1. To enable students to have a clear understanding of the Clinical and Support Services management in a hospital.
 This course is designed specifically for enabling individuals to become better decision-makers in managing clinical and support services management

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

- CO- 1: To study Indian healthcare service system
- CO -2: To provide in-depth insights about Clinical Services Management outpatient and inpatient services
- CO- 3: To study Nursing Services Management
- CO-4: To understand Support Services Management.

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
- T2** Assignments, Presentation Seminars, Quizzes

ASSESSMENT TOOLS:

- ATL1** Quiz
- ATL2** experiential learning
- ATL3** Midterm Exams
- ATL4** Seminar Presentation

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

ATL5 Assignments
 ATL6 Industrial Visit Report

PREREQUISITES:

SYLLABUS:

UNITS	Descriptors/Topics	Hours	Assessment Tools
I	Hospital services 1. meaning, characteristics, role and functions of clinical and support services 2. Meaning, scope, significance and management of patient care including Outpatient services, Inpatient services, Accident and Emergency services, Rehabilitation services, Critical care Unit, Operation theatre, Intensive care units, Infection prevention and Control 3. Meaning, scope, significance and management of Diagnostic Laboratory services, Blood bank services, Radiology and Imaging services and E-Hospital services including Tele-medicine	6	ATL1 ATL2
II	Meaning, scope, significance and management of Nursing Service and ward management 1. Quality evaluation and 2. Control of Nursing	6	ATL 1 ATL 2 ATL 3

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MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	Service-purpose, types 2. methods of evaluation, principles of performance evaluation, tools of performance appraisal 3. Nursing audit- Nursing care standards in ward management.		
III	Types and Importance of Support Services. 1. Functions, Roles, 2. Responsibilities 3. Standard Operation Procedure,	4	ATL 2 ATL 4
IV	Work flow and Management of Front desk services 1. Billing Department, 2. House Keeping, 3. Bio– medical and 4. maintenance departments and 5. Medical Records Department	8	
V	Other Support Services 1. Functions, Roles, Responsibilities, 2. Standard Operation Procedure 3. Work flow 4. Management of Central Sterile and Supply Department (CSSD), other Utility 5. Auxiliary services Food and Beverages(dietary) services, Transport services,	6	ATL 4 ATL 6

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III SEMESTER (2025-2027)

	Estate services and Laundry services		
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ADDITIONAL RESOURCES

A. Value addition to course content/ Skill enhancement content:

As per e-resources below.

B. Remedial classes for slow learners:

As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Francis, C. M. (2006). *Hospital management* (1st ed.). Jaypee Publications.
2. Spencer, J. A. (1987). *Management in hospitals* (1st ed.). Faber & Faber.
3. Indian Society of Hospital Administration (ISHA). (n.d.). *Application of management sciences to hospitals*.
4. Tabish, A. (2005). *Hospital administration* (3rd ed.). Jaypee Publications.
5. Mukhopadhyay, S. P., & Sur, D. (1984). Prescription habit of the physician and its economical implication. *Journal of the Indian Medical Association*, 21.
6. Sakharkar, B. M. (n.d.). *Principles of hospital administration and planning*.
7. Park, K. (n.d.). *Park's textbook of preventive and social medicine*.
8. Goel, S. L., & Kumar, R. (n.d.). *Management of hospitals*.
9. Tabish, S. A. (n.d.). *Hospital and health services administration: Principles and practices*. Oxford University Press.

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A305	MAJ	Clinical and Support Services Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested e- resources (Websites/e- books)

1. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/2/_PG_PG%20DIPLOMA_Hospital%20Administration_418%2023%20-

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III SEMESTER (2025-2027)

%20Hospital%20Support%20Services_6213.pdf

2. <https://www.ncbi.nlm.nih.gov/books/NBK543516/>

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	--	--	--	--	--	2	--	1	1
CO2	2	1	2	--	3	2	2	3	2	1
CO3	2	1	2	1	2	2	2	3	2	1
CO4	2	2	3	1	2	2	2	3	2	3

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHMSA306 DIAGNOSTIC SERVICES MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A306	MAJ	Diagnostic Services Management	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

1. To enable students to have a clear understanding of management of diagnostic services.
2. This course is designed specifically for enabling individuals to become better decision-makers in managing diagnostics services

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

- CO-1: To understand management of services offered at imaging Centre.
 CO-2: To understand management of services offered at pathology laboratory.

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
T2 Assignments, Presentation Seminars, Quizzes

ASSESSMENT TOOLS:

- ATL1** Quiz
ATL2 experiential learning
ATL3 Midterm Exams
ATL4 Seminar Presentation
ATL5 Assignments

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

ATL6 Industrial Visit Report

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A306	MAJ	Diagnostic Services Management	60	20	20	-	-	3	-	-	3 (30 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; MAJ – Major

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

PREREQUISITES:

SYLLABUS:

Units	Descriptors/Topics	Hours	Assessment Tools
I	Introduction 1. management of different 2. diagnostics service offered	2	ATL1 ATL2
II	Imaging Centre like 1. Radiology, 2. Ultrasound,	4	
III	Imaging Centre 1. Mammography, 2. Nuclear medicine,	4	
IV	Magnetic resonance imaging, 1. Computed Tomography, Echocardiography,	10	

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	1. Bone densitometry, 2. Electroencephalography, Electromyography, 3. nerve Conduction Studies and Evoked Potentials		
V	Pathology 1. Introduction and management of different diagnostics service offered at pathology Laboratory	10	ATL 1 ATL 2 ATL 3

ADDITIONAL RESOURCES

A. Value addition to course content/ Skill enhancement content:

<https://www.coursera.org/specializations/basics-of-healthcare-data-analytics-boost-patient-outcomes>

B. Remedial classes for slow learners:

As per the AUMP SOP for slow and fast learners.

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MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A306	MAJ	Diagnostic Services Management	60	20	20	-	-	3	-	-	3 (30 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

SUGGESTED READINGS

1. Moisis, M. A., & Moisis, E. W. (1st ed.). *Understanding laboratory & diagnostic tests* (Delmar Series in Health Services Administration). Delmar Publishers.
2. Kee, J. L. (n.d.). *Handbook of laboratory and diagnostic tests (Handbook of laboratory & diagnostic tests with nursing)*. [Publisher not specified].

Suggested e- resources (Websites/e- books)

- 1 <https://www.ncbi.nlm.nih.gov/books/NBK338593/>
- 2 <https://bookchapter.org/kitaplar/Medical%20Diagnosis%20and%20Treatment%20Methods%20in%20Basic%20Medical%20Sciences.pdf>

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	1	2	2	1	--
CO2	3	2	2	1	2	1	2	2	1	--

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Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHMSA307 MANAGEMENT OF MEDICAL EQUIPMENT AND SURGICAL

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A307	MAJ	Management of Medical Equipment and Surgical	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

1. To enable students to have a clear understanding of the management of medical equipment and surgical
2. This course is designed specifically for enabling individuals to become better in the effective management of medical equipment and surgical

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

CO-1: To understand types of equipment used in hospital and its planning

CO-2: To understand equipment management in terms of purchasing, installation, maintenance and disposal.

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
T2 Assignments, Presentation Seminars, Quizzes

ASSESSMENT TOOLS:

- ATL1** Quiz
ATL2 experiential learning
ATL3 Midterm Exams

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Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

- ATL4 Seminar Presentation
 ATL5 Assignments
 ATL6 Industrial Visit Report

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMSA307	MAJ	Management of Medical Equipment and Surgical	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; MAJ – Major

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

SYLLABUS:

Units	Descriptors/Topics	Hours	Assessment Tools
I	Classification of Hospital equipment 1. Planning and selection of equipments, 2. factors affecting utilization of equipments, 3. purchasing capital and surgical equipments		ATL1 ATL2
II	Installation 1. Installation Procedure for equipments, 2. Performance Test & Calibration of Medical Equipment, Trouble 3. Shooting & Fault Finding Procedure of Medical Equipment)		
III	Maintenance of Medical Equipment		ATL 1

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	Maintenance and Servicing of Medical Equipment (In-house and AMC)		ATL 2 ATL 3
IV	Condemnation procedure, condemning board, equipment audit,		
V	Servicing of Medical Equipment Replacement of old equipment and Buyback Policy		

ADDITIONAL RESOURCES

A. Value addition to course content/ Skill enhancement content:

E resources given below

B. Remedial classes for slow learners:

As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Dutta, A. K. (n.d.). *Materials management: Procedure, text & cases*. [Publisher not specified].
2. Gupta, S. (n.d.). *Hospital stores management: An integrated approach*. Jaypee Brothers Medical Publishers Ltd.
3. Stock, J. R., & Lambert, D. M. (n.d.). *Strategic logistics management* (International ed.). Tata McGraw-Hill.
4. Gopalakrishnan. (n.d.). *Materials management*. [Publisher not specified].
5. Arora, P. (n.d.). *Material management*. Global India Publications Pvt. Ltd.

Suggested e- resources (Websites/e- books)

1. Medical Equipment Maintenance: Management and Oversight
Author: Wang , Publisher: Morgan & Claypool
2. <https://link.springer.com/book/10.1007/978-3-031-01655-4>

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)

Course Outcomes	Correlation with POs							With PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

CO1	3	1	2	2	1	2	2	2	2	1
CO2	3	2	3	2	3	3	2	3	3	2

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Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

MBAHHMSA405 WORKING CAPITAL FOR MANAGER

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A405	MAJ	Working Capital for Manager	60	20	20	-	-	3	-	-	3 (45 hrs)

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

1. To enable students to have a clear understanding of the management of working capital.
2. This course is designed specifically for enabling individuals to become better at managing working capital in a hospital by providing a detailed exposure to Working Capital for Manager.

COURSE ALIGNMENT WITH UNSDG:

The Course aims to fulfill the United Nations Sustainable Development Goals, **SDG 4 (Quality Education)**.

COURSE OUTCOMES

- CO-1: to learn the concept of working capital management and cash management.
 CO- 2: to learn about the receivables managements and its approaches.
 CO-3: To know the inventory management in detail through inventory control models.

TEACHING PEDAGOGY:

- T1** Classroom teaching (white board), Power Point Presentations, Interactive lectures
T2 Assignments, Presentation Seminars, Quizzes

ASSESSMENT TOOLS:

- ATL1** Quiz
ATL2 Experiential learning
ATL3 Midterm Exams

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

- ATL4** Seminar Presentation
ATL5 Assignments
ATL6 Industrial Visit Report

PREREQUISITES:
 Knowledge of financial management

SYLLABUS:

Units	Descriptors/Topics	Hours	Assessment Tools
I	Concept of working capital management- Importance-Kinds-Factors determining working capital- Estimating working capital requirements.	4	ATL1 ATL2
II	Management of Cash- Motives-Cash System-Cash Flow Management-Types of Collection Systems- Cash Concentration Strategies- Disbursement Tools; Forecasting Cash Flows; Managing Corporate Liquidity, Determining the Optimum Level of Cash Balances-Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.	6	ATL1 ATL 5
III	Receivables Management- 1. Determining appropriate Receivable Policy 2. Marginal Analysis,	6	ATL2 ATL 3
IV	Credit Analysis and Decision 1. Heuristic Approach 2. Discriminant Analysis, 3. Sequential Decision Analysis.	6	ATL 2 ATL 5
V	Inventory Management-	8	

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	1. Kinds of Inventories, 2. Benefits and Costs of Holding Inventories; 3. Inventory Management and Valuation, 4. Inventory Control Models 5. Short Term Financing		ATL 2 ATL 3 ATL 5
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Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020

MBA-Healthcare and Hospital Management

(In Association with Shalby Academy)

III SEMESTER (2025-2027)

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A405	MAJ	Working Capital for Manager	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

ADDITIONAL RESOURCES

A. Value addition to course content/ Skill enhancement content:

<https://www.coursera.org/learn/cash-flow-management>

B. Remedial classes for slow learners:

As per the AUMP SOP for slow and fast learners.

SUGGESTED READINGS

1. Bhalla, V. K. (Year). *Working capital management: Text and cases* (4th ed.). Anmol Publications.
2. Hampton, J. J., & Wagner, C. L. (Year). *Working capital management*. John Wiley & Sons.
3. Mannes, T. S., & Zietlow, J. T. (Year). *Short-term financial management*. West Publishing Company.
4. Scherr, F. C. (Year). *Modern working capital management*. Prentice Hall.
5. Smith, K. V., & Gallinger, G. W. (Year). *Readings on short-term financial management*. West Publishing Company.

Suggested e- resources (Websites/e- books)

- 1 https://ebooks.lpude.in/commerce/mcom/term_3/DCOM505_WORKING_CAPITAL_MANAGEMENT.pdf
- 2 <https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg%202021/3ug%202021/JNCO41%20-%20IV%20Sem%20-%20Working%20Capital%20Management.pdf>

COURSE ARTICULATION MATRIX (MAPPING OF COs WITH POs)

Course Outcomes	Correlation with POs	Correlation with PSOs
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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	--	2	1	2	1	1	2	1	1
CO2	2	--	2	1	2	1	1	2	1	1
CO3	2	--	2	1	2	1	1	2	1	1

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-Healthcare and Hospital Management
(In Association with Shalby Academy)
III SEMESTER (2025-2027)

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