

**MASTER OF BUSINESS ADMINISTRATION - EXECUTIVE
&
MASTER OF BUSINESS ADMINISTRATION - EXECUTIVE
HEALTH CARE ADMINISTRATION**

(EVENING PROGRAMMES)

**RULES, REGULATIONS
AND
COURSE CONTENTS**



**FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI
DELHI - 110007**

**RULES, REGULATIONS
AND
COURSES**

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AFFILIATION

The Master of Business Administration (MBA) Executive and Master of Business Administration (MBA) Executive (Health Care Administration) Programmes shall be governed by the Faculty of Management Studies, University of Delhi.

THE PROGRAMME STRUCTURE

The Master of Business Administration (MBA) - Executive and Master of Business Administration (MBA)- Executive (Health Care Administration) programmes have been divided into two parts. Each part consists of two semesters as under:

Table 1

		Semester - Odd	Semester- Even
Part I	First Year	Semester - 1	Semester - 2
Part II	Second Year	Semester - 3	Semester - 4

The two-year MBA-Executive and two-year MBA-Executive (Health Care Administration) programmes, each shall have a total of 1120 contact hours built into 19 core courses and 9 elective courses, as outlined in the below mentioned tables (Table 2 and Table 3):

Table 2

MBA-Executive & MBA-Executive (Health Care Administration)	First & Third Semesters		Second & Fourth Semesters		Total Number of Courses	Total Number of Marks
	Core Courses	Elective Courses	Core Courses	Elective Courses		
1st Year	7	0	7	0	14	1400
2nd Year	3	4	2	5	14	1400
Total	10	4	9	5	28	2800

Table 3

Total Number of Core Courses	19
Total Number of Elective Courses	9
Total Number of Courses	28
Number of Weeks per Semester	16
Number of Contact Hours per Course per Week	2.5
Total Number of Hours per Course	40
Total Number of Contact Hours	1120 Hrs

Notes:

- i. As given in Table 3, each candidate will be required to choose 4 and 5 elective courses in the 3rd and 4th semesters of the MBA-Executive and MBA-Executive (HCA) programmes respectively. In the 4th semester, a candidate may choose to undertake a Project Study in place of one elective course. Thus, the candidate would have a choice to undertake either an elective or a Project Study. Each course, including Project Study, will be of 100 marks.
- ii. In both the programmes, courses could be offered through on-line virtual class room mode, provided proper infrastructure is available.
- iii. In the 2nd year of MBA-Executive programme, any candidate seeking to specialize in a Functional Area such as Finance, Marketing, Operations, Strategy and Leadership, Information Technology, Entrepreneurship, would be required to take a minimum of Five Elective Courses in the chosen area. Such candidates shall be awarded MBA-Executive degree with specialization in the chosen Functional Area.
- iv. Candidates pursuing MBA-Executive (Health Care Administration) programme will be required to choose their all elective courses from the Health Care Administration and Contemporary Courses areas only.

PART I: FIRST YEAR

The schedule of First Year Part-I examination shall comprise of two semesters: Semester-1 and Semester-2. The schedule of papers during the First Year of the programme shall be as follows:

Semester -1

MBAEX 8101	Organizational Behaviour & Managing Transitions
MBAEX 8102	Quantitative Methods for Management ✓
MBAEX 8103	Managerial Economics ✓
MBAEX 8104	Accounting for Managerial Decisions ✓
MBAEX 8105	Marketing Management ✓
MBAEX 8106	Managerial Finance ✓
MBAEX 8107	Managing Information Technology for Organisations

Semester -2

MBAEX 8201	Human Resource Management
MBAEX 8202	Operations Management for Executives
MBAEX 8203	Economic Environment of Business

MBAEX 8204	Strategic Financial Management
MBAEX 8205	Marketing Research
MBAEX 8206	Business Communication
MBAEX-8207	Delivering Information Services

PART II: SECOND YEAR

Admission to Part-II Second Year of the programme shall be open to only those students who have successfully cleared at least 10 papers out of the 14 papers offered during First Year of the programme, comprising of 1st and 2nd Semesters taken together.

The schedule of Second Year (Part II) examination shall comprise of two semesters: Semester 3 and Semester 4. The schedule of papers during Second Year of the programme shall be as follows:

Semester - 3

During Semester 3 of Part-II of the programme, in addition to the following three compulsory papers, a student shall have to choose four elective courses from the list of elective papers announced in the beginning of the semester:

MBAEX-8301	Business Ethics & Corporate Governance
MBAEX-8302	Strategic Management
MBAEX-8303	Sustainable Business & Development

Semester 4

During Semester 4 of Part-II of the programme, in addition to the following two compulsory papers, a student shall have to choose five elective courses from the list of elective papers announced in the beginning of the semester:

MBAEX-8401	Managing Multinationals
MBAEX-8402	Legal Environment of Business

Although students pursuing the MBA(Executive) HCA Programme are expected to take most of their elective papers mainly from Area 8: Health Care Administration, but if papers are offered from Area 9: Contemporary Courses, they shall have choice to take not more than two papers from this area as well.

A candidate may take Project Study (MBAEX-9906) as one of the elective papers.

LIST OF ELECTIVE COURSES (MBA-Executive)

AREA -1: FINANCE

MBAEX-9101	Financial Decision Analysis
MBAEX-9102	Security Analysis
MBAEX-9103	Financial Markets and Investment Management
MBAEX-9104	Portfolio Management
MBAEX-9105	Multinational Business Finance
MBAEX-9106	Merchant Banking and Financial Services
MBAEX-9107	Management Control Systems
MBAEX-9108	Corporate Tax Planning
MBAEX-9109	Derivatives and Risk Management
MBAEX-9110	Fixed Income Securities
MBAEX-9111	Financial Modelling and Business Forecasting
MBAEX-9112	Private Equity and Venture Capital
MBAEX-9113	Behavioural Finance
MBAEX-9114	Personal Investing
MBAEX-9115	Commodity Markets
MBAEX-9116	Working Capital Management

AREA - 2: MARKETING

MBAEX-9201	Consumer Behaviour
MBAEX-9202	Advertising Management
MBAEX-9203	Competitive Marketing
MBAEX-9204	Business Marketing
MBAEX-9205	Sales Force Management
MBAEX-9206	Service Marketing
MBAEX-9207	Sales Promotion Management
MBAEX-9208	Brand Management
MBAEX-9209	Internet Marketing
MBAEX-9210	Retailing Management
MBAEX-9211	Marketing Channel
MBAEX-9212	Analytical Marketing
MBAEX-9213	Advanced Research Techniques in Marketing

AREA - 3: STRATEGY & LEADERSHIP

MBAEX-9301	Strategic Analysis
MBAEX-9302	Managing Diversity

MBAEX-9303	Cross Cultural and Global Management
MBAEX-9304	Performance Management and Training Intervention
MBAEX-9305	Counselling Skills for Managers
MBAEX-9306	Change and Intervention Strategies
MBAEX-9307	Managing Interpersonal and Group Processes
MBAEX-9308	Industrial Relations
MBAEX-9309	Competitive Strategy
MBAEX-9310	Learning Organization
MBAEX-9311	Organizational Leadership: Inspiration, Dilemmas & Action
MBAEX-9312	Power, Politics and Organizational Decision Making
MBAEX-9313	Organizational Theories: Structure and Design
MBAEX-9314	Personal Power & Leadership through Asian Values
MBAEX-9315	Negotiation, Persuasion and Social Influence Skills
MBAEX-9516	Manpower Development for Technological Change
MBAEX-9517	Human Resource Development: Strategies and Systems
MBAEX-9518	Compensation and Rewards Management
MBAEX-9519	Career Management
MBAEX-9520	Management Development

AREA - 4: PRODUCTION & OPERATIONS MANAGEMENT

MBAEX-9401	Management Science for Executives
MBAEX-9402	Operations Strategy
MBAEX-9403	Total Quality Management
MBAEX-9404	World Class Manufacturing
MBAEX-9405	Environment and Safety Management
MBAEX-9406	Quantitative Analysis of Risk and Uncertainty
MBAEX-9407	Supply Chain Management
MBAEX-9408	Technology, Innovation & New Product Management
MBAEX-9409	Service Operations Management

AREA - 5: ENTREPRENEURSHIP

MBAEX-9501	Entrepreneurial Management
MBAEX-9502	Entrepreneurship, Creativity and Innovation
MBAEX-9503	Social Entrepreneurship
MBAEX-9504	Family Business and Entrepreneurship
MBAEX-9505	Financing the Entrepreneurial Business
MBAEX-9506	Managing the Growing Business

MBAEX-9507	Micro Finance & Entrepreneurship
MBAEX-9508	Venture Financing & Entrepreneurship
MBAEX-9509	Managing Marketing of Small & Medium Enterprises
MBAEX-9510	Corporate Entrepreneurship

AREA - 6: INFORMATION TECHNOLOGY MANAGEMENT

MBAEX-9601	Information Technology for Creating Business Value
MBAEX-9602	Managing Software Projects
MBAEX-9603	Business Process Re-engineering
MBAEX-9604	Executive Effectiveness through Information Technology
MBAEX-9605	Business Analytics & Business Intelligence
MBAEX-9606	System Analysis & Design
MBAEX-9607	Managing E-Business
MBAEX-9608	Managing Information Technology Enabled Services
MBAEX-9609	Knowledge Management

AREA - 7: SERVICES MANAGEMENT

MBAEX-9701	Management of Non-Profit Organisations
MBAEX-9702	Global Environment of Service Sector
MBAEX-9703	Transportation Management
MBAEX-9704	Hospitality Marketing
MBAEX-9705	Hospitality Operations Management
MBAEX-9706	Civil Aviation Management
MBAEX-9707	Total Service Quality Management

LIST OF ELECTIVE COURSES (MBA-Executive Health Care Administration)

AREA - 8: HEALTH CARE ADMINISTRATION

MBAEXHCA-9801	Hospital Organization and Control
MBAEXHCA-9802	Medical Staff Organization
MBAEXHCA-9803	Epidemiology and Public Health
MBAEXHCA-9804	Hospital Planning
MBAEXHCA-9805	National Health Plan
MBAEXHCA-9806	Comparative Health Administration
MBAEXHCA-9807	Health Entrepreneurship
MBAEXHCA-9808	Health, Society & Ethics
MBAEXHCA-9809	Health Laws
MBAEXHCA-9810	Health System Research
MBAEXHCA-9811	Health Economics
MBAEXHCA-9812	Total Quality Management and Accreditation for Health Care
MBAEXHCA-9813	Purchasing and Supply Chain Management for Health Care
MBAEXHCA-9814	Healthcare Operations Strategy
MBAEXHCA-9815	Healthcare Analytics and Optimization

AREA - 9: CONTEMPORARY Courses*

- MBAEX-9901
- MBAEX-9902
- MBAEX-9903
- MBAEX-9904
- MBAEX-9905

* Before the beginning of an academic session a maximum number of five courses on contemporary issues may be announced by faculty members as elective courses, to be offered during the ensuing academic session, under intimation to the University.

MBAEX-9906 Project Study

Note: Students will receive an input of 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Scheme of Examination

1. English shall be the medium of instruction and examination.
2. Written examinations shall be conducted at the end of each semester as per the Academic Calendar notified in advance.
3. Each course will carry 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination.
4. The duration of written examination for each paper shall be three hours.

The allocation of thirty internal assessment marks shall be based on the following components:

- (A) Class Tests/Quizzes/ Term Papers
- (B) Case Studies/Group Assignments/Projects and class participation therein
- (C) Individual Class Assignment/Viva-Voce
- (D) Class Attendance

1. Each of the three components mentioned against A, B and C shall carry at least five marks but the total marks under each of these three components shall not exceed ten.

2. Class attendance shall have five marks, and the allocation of marks shall be as under:

71% - 80%	2 Marks
81% - 90%	3 Marks
91% - 99%	4 Marks
100%	5 Marks

3. Students who fail to secure a minimum of 40% internal assessment marks, which is required to pass a course, shall be given another chance for remedial within two weeks of the last date of the dispersal of the classes of the said semester. However, such students will not be awarded more than 60% marks in the internal assessment in that/those course(s).

4. The internal assessment marks should be submitted in a columnised form, and before submitting to the Dean's office, the same may be shown to the students for clarifications/errors, if any.

The scheme of evaluation of elective paper -MBAEX-9906 Project Study shall be as follows:

- (a) The elective paper Project Study shall commence from the fourth semester and report shall be submitted towards the end of the fourth semester.
- (b) The written part of the Project Study shall account for 70 marks and the viva-voce to be conducted by a duly constituted examination board for 30 marks.

Pass Percentage

The minimum marks for passing the examination for each semester shall be 45% in aggregate and a minimum of 40% marks in the semester-end examination in each theory paper, and 40% in internal assessment marks of each paper.

Numeric Scores

In each paper, numeric scores will be awarded to both the evaluation components: internal assessment and final semester examination, internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, project work, class participation, mid-semester exams, etc. The total score in a paper is obtained by adding the internal assessment marks and the end semester examination marks.

Submission of Marks and Declaration of Result

The final result, containing the marks of internal assessment and end-semester examination shall be submitted to the University of Delhi in the standard format.

Division Criteria

The degree shall be awarded to the successful candidates on the basis of the combined results of the First Year and Second Year examinations as follows:

Candidates securing 60% and above	First Division
Candidates securing above 50% but less than 60%	Second Division
Candidates securing above 45% but less than 50%	Third Division

Re-Examination

A candidate who has secured the minimum marks to pass each paper but has not secured the minimum marks to pass in aggregate (45%) or has secured the minimum marks in aggregate but has not secured the minimum 40% marks in the semester-end examination in any paper, may take re-examination in that/those paper/s in order to be able to secure the minimum marks prescribed to pass the semester, any time during the span period of the programme. A student shall be allowed to re-appear in any paper in any of the semesters. However, the total number of attempts in a paper shall not exceed more than four during the span period of the programme.

Special Provision: A special chance will be given to students who fail in Semester-4, Part-II, to re-appear in a maximum of two papers of Part-II in the month of August/September immediately after the declaration of Final Semester results so as to enable them to clear the remaining papers of Semester-4 at an early date.

SPAN PERIOD

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two-year programme within the span period.

ATTENDANCE

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Dean, Faculty of Management Studies, University of Delhi to have attended 75% of the total number of class room sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations. However, the Dean may condone the required percentage of attendance by not more than 10 percent during a semester on very genuine grounds. But a student so permitted shall not be deemed to have completed the course of the study in the next succeeding semester unless he/she makes up the shortage so condoned as per rules. A student not allowed to appear in the preceding semester examinations due to shortage of attendance, may appear in the papers of the preceding semester along with the papers of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.