

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

**MASTER OF BUSINESS ADMINISTRATION**  
Two-Year Full Time Programme

**THE PROGRAMME**

The Master of Business Administration (MBA) is a two year full-time programme. The course structure and programme administration are as follows:

**COURSE STRUCTURE**

The programme has been organized in two years – First Year and Second Year, each comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

**FIRST YEAR**

**Semester – I**

F-101	Management Process and Organizational Behavior
F-102	Quantitative Methods
F-103	Managerial Economics
F-104	Financial Accounting
F-105	Marketing Management
F-106	Human Resource Management
F-107	Business Communication
F-108	Computer Applications in Management

**Semester –II**

F-201	Organization Effectiveness and Change
F-202	Management Science
F-203	Economic Environment of Business
F-204	Financial Management
F-205	Management Accounting
F-206	Production and Operations Management
F-207	Marketing Research
F-208	Management of Information Systems

## **Summer Training**

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Faculty from time to time. Each student will be required to submit a project report to the Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

## **SECOND YEAR**

During Second Year, in addition to compulsory papers and project studies, a student shall have to choose six optional papers in third semester and three optional papers in fourth semester from the list of optional papers announced at the beginning of each semester.

### **Semester –III**

- F-301 Summer Training Project
- F-302 Business Policy and Strategic Analysis

(Plus 6 Optional Papers)

### **Semester – IV**

- F-401 Corporate Evolution and Strategic Management
- F-402 International Business Environment
- F-403 Business Legislation
- F-404 Project Study

(Plus 3 Optional Papers)

## **LIST OF OPTIONAL PAPERS**

### **FINANCE**

- F-3101 Quantitative Analysis of Financial Decisions
- F-3102 Security Analysis and Investment Management
- F-3103 Portfolio Management
- F-3104 International Financial Management
- F-3105 Management of Financial Services
- F-3106 Management Control System

F-3107	International Accounting
F-3108	Corporate Taxation
F-3109	Financial Derivatives
F-3110	Project Planning, Analysis and Management
F-3111	International Financial Markets
F-3112	Management of Financial Institutions

## **MARKETING**

F-3201	Consumer Behaviour
F-3202	Advertising Management
F-3203	Competitive Marketing
F-3204	International Marketing
F-3205	Sales and Distribution Management
F-3206	Business Marketing
F-3207	Sales Promotion Management
F-3208	Marketing of Services
F-3209	Marketing for Non-profit Organizations
F-3210	Management of Public Distribution System
F-3211	Brand Management

## **OB & HRD**

F-3301	Management of Industrial Relations
F-3302	Comparative Industrial Relations
F-3303	Manpower Development for Technological change
F-3304	Compensations Management
F-3305	Labour Laws
F-3306	Management Training and Development
F-3307	Managing Interpersonal and Group Processes
F-3308	Organizational Change and Intervention Strategies
F-3309	Counselling Skills for Managers
F-3310	Human Resource Development: Strategies and Systems
F-3311	Human Resource Planning and Development
F-3312	Cross Cultural and Global Management

## **PRODUCTION AND OPERATIONS MANAGEMENT**

F-3401	Materials Management
F-3402	Total Quality Management
F-3403	Production Planning and Control
F-3404	Operations Research
F-3405	Logistics Management
F-3406	Goal Programming in Management
F-3407	Transportation Management
F-3408	Service Operations Management

## **GENERAL MANAGEMENT & SMALL BUSINESS**

F-3501	Government Business Interface
F-3502	Competitive Strategy
F-3503	Public Enterprise Management
F-3504	Entrepreneurial Development and New Enterprise Management
F-3505	Small Business Environment and Management

## **INFORMATION TECHNOLOGY MANAGEMENT**

F-3601	Management Support System
F-3602	Business Process Re-engineering
F-3603	System Analysis and Design
F-3604	Strategic Management of Information Technology
F-3605	Data Base Management
F-3606	Telecommunications for Business

## **PROGRAMME ADMINISTRATION**

### **Medium of Instruction**

English shall be the medium of instruction and examination.

### **Evaluation**

- (i) Each paper will carry 100 marks of which 30 marks are for internal assessment and remaining 70 marks for written examination to be held at the end of each semester. The duration of written examination for each paper shall be three hours.

- (ii) The internal assessment marks shall be based on factors such as:
- Participation in seminars, case discussions and group work activities
  - Class tests, quizzes, individual and group oral presentations
  - Submission of written assignments, term papers and viva-voce
  - Class-room attendance

The weightage given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper.

- (iii) The scheme of evaluation of project studies shall be as follows:
- (a) For Paper F-301, a project report based on the summer training will have to be submitted within three weeks from the commencement of third semester.
- (b) Paper F-404, final project study shall commence from third semester and the report should be submitted towards the end of fourth semester.
- (c) The written part for each of the project studies shall account for 70 marks and the viva-voce to be conducted by a duly constituted examination board for 30 marks.

### **Promotion and Span Period**

- (I) The Span period of the programme is four year from the date of registration in the programme.
- (II) The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in aggregate for all the courses of the semester.
- (III) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.
- (IV) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:
- |                         |   |              |
|-------------------------|---|--------------|
| -Securing 60% and above | : | Ist Division |
| -All other              | : | IInd Divison |
- (V) A student to be eligible for award of degree has to clear all papers offered during two-year programme within the span period.

**Re-examination**

A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination in not more than two papers to obtain the aggregate percentage required to pass the semester.

A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the April/May semester examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

**Attendance**

No candidate shall be considered to have pursued a regular course of study unless he/ she is certified by the Dean of the Faculty to have attended the three- fourths 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 will not be allowed to appear in the semester examination. However, the Dean may condone the required percentage of attendance by not more than 10 percent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of attendance, may appear in the papers of the preceding semester alongwith the papers of the current semester after making up the attendance shortfall. Remedial classes, however, will not be arranged by the Faculty for the purpose.

**MASTER OF BUSINESS ADMINISTRATION**  
**in**  
**MANAGEMENT OF SERVICES**  
**MBA (MS)**  
Two-Year Full Time Programme

**Title of Courses**

**FIRST YEAR**

**Semester – I**

CC-101	Organisational Behaviour
CC-102	Quantitative Methods
CC-103	Managerial Economics
CC-104	Accounting for Managers
CC-105	Fundamentals of Marketing Management
CC-106	Information Technology Management
CS-107	Global Environment of Service Sector
CW-108	Interpersonal Dynamics and Team Building

**Semester – II**

CC-201	Human Resource Management
CC-202	Service Operations Management
CC-203	Management Science
CC-204	Financial Management
CC-205	Research Methodology
CC-206	Management of Information System
CS-207	Marketing of Services
CW-208	Business Communication

**Summer Training**

**SECOND YEAR**

During Second Year, in addition to Core Courses, a student has to choose five courses in the third semester and five courses in the fourth semester from the list of specialisation courses announced at the beginning of each semester. These elective courses are of 2 categories: Functional Elective (FE) and Sectoral Elective (SE). In each semester a student has to opt at least one course from both the Elective categories.

**Semester –III**

CC-301	Summer Training Project
CC-302	Strategic Management
CS-303	Emerging Service Sectors
CW-304	Creativity & Entrepreneurship
	<b>(Plus 5 Optional Courses)</b>

## **Semester – IV**

CC-401	Business Ethics and Corporate Governance
CS-402	Global/Regional/Country study of Services
CW-403	Leadership & Management of Change ( <b>Plus 5 Optional Courses</b> )

### **Optional Courses: Functional Electives (FE)**

#### **Functional Specialisation: Finance**

FE-3101	Financial Decisions Analysis
FE-3102	International Financial Management
FE-3103	Management Control System
FE-3104	Corporate Taxation
FE-3105	Project Planning, Analysis and Management
FE-3106	Working Capital Management
FE-3107	Foreign Exchange Management
FE-3108	International Financial Markets
FE-3109	International Accounting

#### **Functional Specialisation: Marketing**

FE-3201	Consumer Behavior
FE-3202	Advertising Management
FE-3203	Marketing Research
FE-3204	Strategic Marketing
FE-3205	Distribution Management
FE-3206	Business Marketing
FE-3207	Brand Management
FE-3208	Relationship Marketing
FE-3209	Direct & Network Marketing
FE-3210	Sales Promotion Management
FE-3211	Retail Marketing
FE-3212	Sales Force Management

#### **Functional Specialisation: OB & HRD**

FE-3301	Management of Industrial Relations
FE-3302	Human Resource Planning & Acquisition Strategies
FE-3303	Technological Change & Human Resource Management

FE-3304	Performance Management: Systems and Strategies
FE-3305	Cross-cultural Management
FE-3306	Counselling Skills for Managers
FE-3307	Labour Laws
FE-3308	Managing Diversity
FE-3309	Personal Power and Leadership through Asian Values
FE-3310	Compensation Management

### **Functional Specialisation: Operations Management**

FE-3401	Total Quality Service
FE-3402	Logistics and Supply Chain Management
FE-3403	Environment and Safety Management
FE-3404	Operations Strategy

### **Optional Course: Sector Electives (SE)**

#### **Sector Specialisation: Financial Services**

SE-4101	Security Analysis and Investment Management
SE-4102	Portfolio Management
SE-4103	Financial Derivatives
SE-4104	Risk Management & Insurance
SE-4105	Treasury Management
SE-4106	e-Banking
SE-4107	Management of Financial Services
SE-4108	Management of Financial Institutions

#### **Sector Specialisation: Healthcare Services**

SE-4201	Health Systems Management
SE-4202	Health Management Information Systems
SE-4203	Corporate Health Services and Health Insurance
SE-4204	Marketing of Health Services
SE-4205	Purchasing and Materials Management for Hospitals
SE-4206	Quality Management in Healthcare Services
SE-4207	Environmental Health Management & Safety Planning
SE-4208	Health Economics

### **Sector Specialisation: Information Technology Enabled Services**

SE-4301	Managing E-Business
SE-4302	Business Process Re-engineering
SE-4303	System Analysis and Design
SE-4304	Knowledge Management
SE-4305	Strategic Management of Information Technology
SE-4306	Database Management Systems
SE-4307	Enterprise Resource Planning
SE-4308	Managing IT Enabled Services

### **Sector Specialisation: Hospitality and Transportations Services**

SE-4401	Tourism Marketing
SE-4402	Transportation Management
SE-4403	Hospitality Marketing
SE-4404	Hospitality Operations Management
SE-4405	Quality in Hospitality Services
SE-4406	Civil Aviation Management
SE-4407	Airport Management

### **Sector Specialisation: Public Services**

SE-4501	Social Marketing
SE-4502	Management of Public Distribution System
SE-4503	Development Administration
SE-4504	Planning and Management of Education System
SE-4505	Management of Co-operatives
SE-4506	Technology Finance
SE-4507	R & D Management
SE-4508	Infrastructure Financing
SE-4509	Energy Management
SE-4510	Management of Telecommunication Systems
SE-4511	Management of NGOs

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

**MASTER OF BUSINESS ADMINISTRATION  
Three Year Part Time Programme**

**Programme Structure**

The MBA (Part-Time) Course is divided in three Parts, Part-I, in the First Year, Part-II in the Second Year and Part-III in the Third Year. Each Part will consist of two Semesters to be known as Semester I and Semester II.

**Part –I**

Part I shall be composed of two semesters viz., Part-I: Semester I and Part-I: Semester II. The schedule of papers prescribed for MBA (Part-Time) Part-I, Semesters I & II examinations shall be as follows:

**Part-I : Semester I**

- Paper 101- Organisational Behaviour and Management Process
- Paper 102- Quantitative Methods
- Paper 103- Managerial Economics
- Paper 104- Financial and Management Accounting
- Paper 105- Business Communication

**Part-I : Semester II**

- Paper 105- Marketing Management
- Paper 106- Human Resource Management
- Paper 108- Computers in Management
- Paper 204- Financial Management
- Paper 205- Operations Management

**Part –II**

Admission to Part-II MBA (Part-Time) Course shall be open to those who have successfully cleared at least eight papers out of the papers offered for the MBA (Part-Time) I year Course comprising of I and II Semester taken together. However, he/she will have to clear the remaining papers while studying in MBA (Part-Time) II year.

Part –II MBA (Part-Time) Course would be composed of two semesters viz. Part-II: Semester I and Part-II: Semester II.

The schedule of papers prescribed for MBA (Part-Time) Part-II : Semester I and II examinations shall be as follows:

## **Part-II: Semester I**

- Paper 202- Management Science
- Paper 203- Economics Environment of Business
- Paper 206- Management of Information Systems
- Paper 207- Marketing Research
- Paper 301- Business Policy & Strategic Analysis

## **Part-II: Semester II**

The MBA (Part-Time) Part-II : Semester II in addition to one compulsory paper, shall include optional papers offered during Part-II : Semester II and Part –III : Semester I, from which a student shall have to choose seven subjects, four of these seven optional papers shall have to be offered during the Part-II : Semester II and the remaining three optional papers shall have to be offered during Part-III : Semester I. The optional papers are listed after the Semester scheme for Part-III : Semester I. The Faculty in the beginning of the Semesters will announce the optional papers which will be open during Part – II : Semester II and Part –III : Semester I.

Paper 201-Organisational Effectiveness and Change (Compulsory Paper)

Optional Papers – 4

## **Part III**

Admission to Part –III MBA (Part-Time) Course shall be open to those who have successfully cleared all the papers of Part-I MBA (Part-Time) and at least eight papers offered for the MBA (Part-Time) Part-II Course comprising of Semester I and Semester II taken together. However, she/he will have to clear the remaining papers of MBA (Part-Time) Part-II while studying in MBA (Part-Time) Part-III.

MBA (Part-Time) Part-III would be composed of two Semesters viz., Part-III : Semester I and Part-III : Semester II. The schedule of papers prescribed for MBA (Part-Time) Part-III : Semesters I & II examinations shall be as follows :

### **Part-III : Semester I**

Paper 401-Corporate Evolution & Strategic Management (Compulsory Paper)  
Optional Paper –3

The student shall be required to offer further 3 optional papers subject to conditions defined in Part-II : Semester II.

The Optional Paper during Part –II : Semester II and Part –III : Semester I are as follows:

## **List of optional papers**

### **AREA : FINANCE**

- Paper 3101- Financial Decision Analysis
- Paper 3102- Security Analysis and Investment Management
- Paper 3103- Portfolio Management
- Paper 3104- International Financial Management
- Paper 3105- Management of Financial Institutions
- Paper 3106- Management of Project Financial Services
- Paper 3107- Management Control Systems
- Paper 3108- International Accounting
- Paper 3109- Corporate Tax Planning

### **AREA : MARKETING**

- Paper 3201- Consumer Behavior
- Paper 3202- Advertising Management
- Paper 3203- Competitive Marketing
- Paper 3204- International Marketing
- Paper 3205- Sales Force Management
- Paper 3206- Industrial Marketing
- Paper 3207- Sales Promotion Management
- Paper 3208- Marketing of Services
- Paper 3209- Marketing for Non-profit Organisations
- Paper 3210- Management of Public Distribution System

### **AREA : OB & HRD**

- Paper 3301- Management of Industrial Relations
- Paper 3302- Comparative Industrial Relations
- Paper 3303- Manpower Development for Technological change
- Paper 3304- Compensation Management
- Paper 3305- Labour Laws
- Paper 3306- Management Training, Process and Techniques
- Paper 3307- Managing Interpersonal and Group Processes
- Paper 3308- Organisational Change and Intervention Strategies
- Paper 3309- Counselling Skills for Managers
- Paper 3310- Human Resource Development; Strategies and Systems

Paper 3311- Management Development

Paper 3312- Managing Across Cultures

**AREA : OPERATION MANAGEMENT**

Paper 3401- Materials Management

Paper 3402- Quality, Reliability and Maintainability Management

Paper 3403- Production Planning and Control

Paper 3404- Operations Research

Paper 3405- Transportation Management

Paper 3406- Goal Programming in Management

Paper 3407- Systems Analysis and Design

Paper 3408- Applied Information Technology

**AREA : GENERAL MANAGEMENT & SMALL BUSINESS**

Paper 3501- Government Business Interface

Paper 3502- Competitive Strategy

Paper 3503- Public Enterprise Management

Paper 3504- Entrepreneurial Development & New Enterprise Management

Paper 3505- Small Business Environment and Management

**Part –III : Semester II**

Paper 402- International Business Environment

Paper 403- Business Legislation

Paper 404- Project Study

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

**MASTER OF BUSINESS ADMINISTRATION  
HCA (P/T) Three Year Programme**

**1. The Programme**

As a pioneer institution in the field of management education for last three decades, the Faculty of Management Studies (FMS), has recognised the crucial of trained administrators in delivery of effective health care services in the country. Thus, an educational programme in Health Care Administration was started in 1970 to impart knowledge of basic as well as specific aspects if management to the professionals responsible for management of health care services. Since then, the programme has attained a high degree of relevance to the management of health services in India. The programme and the pedagogical techniques are such as to inculcate a sense of responsibility, develop initiative, analytical ability, effective communication, problem identification and search for valid solution in different situations arising in health services organisations. The specific objectives of this programme are:

- (i) to provide management education to the medical professionals and alike working in the field of health services administration.
- (ii) to equip executives concerned with health administration with upto-date knowledge about management and to develop relevant skills and attitudes; and
- (iii) to prepare them to apply different modern management techniques in managing health care services in the country.

**2. Framework of the Programme**

Master Programme in Health Care Administration is a Part-Time Course for three years. In the First Year, comprising of two semesters, the basic subjects in management sciences related to health institutions such as Management Concepts, Organisation Behaviour, Health Economics, Health Statistics, History of Health Care Administration, Management of Human Resources, Management Information System etc. are studied in detail. The second Year, again comprising of two semesters, covers areas such as Health Accounting and Finance, Health Insurance, Health Laws, Hospital Planning, Organisation and Control, Management Research in Health Care etc. During the Third Year, the emphasis is on the applied aspects of management in the field of Organisation Development, Community Health, National Health Plans, Comparative Health Care etc. Besides, a Project Work is allotted to each student as he/she enters the third year, which has to be submitted to the University before the final examination of third year.

At the end of the three years programme, the University of Delhi awards MBA (HCA) degree to the successful participants.

### **3. Admission Requirements**

- (a) Every candidate seeking admission to the course shall have passed a Bachelor's Degree Examination in Medicine of the University of Delhi or an examination recognised as equivalent thereto.
- (b) He/She should have at least five years experience in Hospital Administration after acquiring the Bachelor's Degree in Medicine. He/She Should also be sponsored by his/her employer.
- (c) Only those candidates who satisfy the above mentioned conditions will be called for interview.

### **4. Reserved Seats**

- (a) 22.5% seats are reserved for Scheduled Caste/ Scheduled Tribes Candidates.
- (b) 5% seats are reserved for the Widow, Children of the Officers and men of the Armed Forces including Para-Military Personal Killed or disabled in Action in Wars. They should attach a copy of entitlement card' issued by the Record Officer of the Unit/ Regiment.

Note: 5% concession of marks is allowed to the above categories of candidates for the purposes of determining their eligibility.

### **5. Admission Process.**

The Admission to this programme will be carried out on the basis of an interview by the basis of an interview by the Selection Committee duly constituted by the Dean. The decision of the Selection Committee shall be final.

### **6. Time Duration for Completing the Programme**

The Candidate shall have to complete the MBA (HCA) Programme in a period not later than five years.

### **7. Schedule of Papers**

#### **Part I (First Year)**

The Scheduled of Papers prescribed for MBA (Part-Time) Health Care Administration, Part I Examination shall be as follows:

*Semester –I*

Paper H-101	Management Concepts and Organization
Paper H-102	Demography and Bio-Statistics

Paper H-103	Health Economics
Paper H-104	History of Health Care Administration

*Semester – II*

Paper H-105	Health Accounting and Finance
Paper H-106	Human Resource Management
Paper H-107	Marketing in Health Care
Paper H-108	Computer and Management Information System*

Note: There will be an examination at the end of each semester in the subject taught in the semester concerned.

**Part II (Second Year)**

The MBA (Part-Time) Health Care Administration Part-II course shall be composed of two semesters. The schedule of papers prescribed shall be as follows;

*Semester – I*

Paper H-201	Health Laws and Industrial Relations
Paper H-202	Operations Research in Health Care
Paper H-203	Production and Materials Management
Paper H-204	Hospital Planning

*Semester – II*

Paper H-205	Health and Society
Paper H-206	Hospital Organisation and Control-I
Paper H-207	Management Research in Health Care
Paper H-208	Medical Staff Organisation

Note: There will be an examination at the end of each Semester in the subject taught in the semester concerned.

**Part III (Third Year)**

MBA (Part-Time) Health Care Administration, Part III Course shall be composed of two semesters. The Schedule of papers prescribed shall be as follows:

*Semester – I*

Paper H-301	Organisation Development
Paper H-302	Epidemiology and Community Health
Paper H-303	National Health Plans
Paper H-304	Hospital Organisation and Control –II
Paper H-305	Comparative Health Administration

*Semester –II*

Paper H-306	Strategic Management in Health Care System
Paper H-307	Project Work*

Note: There will be an examination at the end of each Semester in the subject taught in the semester concerned.