

Dr. B. R. AMBEDKAR OPEN UNIVERSITY, HYDERABAD
FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL AND HEALTHCARE MANAGEMENT)
[MBA (HHCM)] PROGRAM



PROSPECTUS

ACADEMIC YEAR 2024-25

EDUCATION AT YOUR DOOR STEP

Dr. B. R. AMBEDKAR OPEN UNIVERSITY
Prof. G. Ram Reddy Marg, Road No. 46, Jubilee Hills, Hyderabad

DEPARTMENT OF BUSINESS MANAGEMENT

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL AND HEALTHCARE MANAGEMENT)
[MBA (HHCM)] PROGRAM**

in collaboration with
APOLLO INSTITUTE OF HEALTH CARE MANAGEMENT (AIHCM),
KIMS SCHOOL OF HEALTH CARE MANAGEMENT
and
DEPT. OF HOSPITAL MANAGEMENT, DAR-US-SALAM EDUCATIONAL TRUST



PROSPECTUS

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UNIVERSITY AT YOUR DOOR STEP

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MBA (HOSPITAL AND HEALTH CARE MANAGEMENT) PROGRAM

I) ABOUT THE UNIVERSITY

Dr. B. R. Ambedkar Open University, formerly known as Andhra Pradesh Open University, is the first Open University in India established by an Act of State Legislature in 1982 in Andhra Pradesh representing a unique system of Open Learning. The University serves the objective of democratization of higher education and the ideals of continuing education. Without any restrictions of age, gender and occupation, the University extends educational opportunities to the people in all walks of life. The University offers various Certificate, Diploma, Under Graduate, Post Graduate and Research programmes through the Faculties of Arts, Commerce, Education, Sciences and Social Sciences with an annual enrolment of over one lakh students. The headquarters of the University, which is operating through a wide network 103 Study Centres, including 10 RCCs, spread throughout the State of Telangana, is located in Hyderabad. All the programmes are recognized by UGC and the Distance Education Bureau (DEB), New Delhi.

II) INSTITUTIONAL MISSION AND MANDATE

- a) To provide educational opportunities to those who could not take advantage of conventional institutions of higher learning;
- b) To provide equality of educational opportunities for higher education of large segments of the population, including those in employment, women (including housewives) and adults who wish to upgrade their education or acquire knowledge in various fields through distance education;
- c) To provide flexibility with regard to eligibility for enrolment, age of entry, choice of courses, methods of learning, conduct of examinations and operation of the programs;
- d) To complement the programs of the existing universities in the States of Telangana and Andhra Pradesh in the field of higher learning, so as to maintain the highest standards on par with those of the best universities in the country;
- e) To promote integration within the state through its policies and programs;
- f) To offer degree courses and non-degree certificate courses for the benefit of the working population in various fields and for the benefit those who wish to enrich their lives by studying subjects of culture and aesthetic value;
- g) To make provision for research and for advancement and dissemination of knowledge; and
- h) To serve as a source of continuing education, consultancy and to provide equal access to knowledge and higher education.

III) DEPARTMENT OF BUSINESS MANAGEMENT

Programs offered by the Department of Business Management, at present, are:

- Certificate in NGO Management (CNGO);
- Diploma in Financial Management (DFM);
- Diploma in Marketing Management (DMM);
- Diploma in Human Resource Management (DHRM);
- Diploma in Operations Management (DOM);
- Master of Business Administration (MBA);
- Master of Business Administration [MBA (HHCM)]; and

- Research Program - Ph.D.

IV) MBA (HOSPITAL AND HEALTH CARE MANAGEMENT) PROGRAM

Health care is one of the fastest-growing and largest service sectors in India. Existing health care organizations are expanding their operations by offering new services and by opening branches in new areas. Organizations are entering with state of art equipment, latest technology and marketing strategies. Consequently, competition in the health care sector is increasing day-by-day. On the other hand, thanks to Information Technology, awareness and demands of the patients are also increasing. They demand timely and patient-centered services at reasonable prices. Satisfying the patients is one of the important challenges faced by the health care sector. Hence, the providers need to be more innovative in their approach and offer quality services at competitive prices. They are, therefore, constantly confronting with the challenges to ensure cost-effective quality care at affordable prices. Already there is a dearth of trained and skilled professionals to manage the health care organizations effectively and efficiently. Besides, India is also eyeing on the global health care market to emerge as one of the possible destinations for international patients. All this necessitates a specially trained cadre of professional management graduates in health care. MBA (Hospital & Health Care Management) is one of such programs designed and offered by the Department of Business Management of Dr. B. R. Ambedkar Open University to reduce the gap between the demand and supply of the human resource requirements of health care organizations at least to some extent. The Program aims at adopting a synergistic blend of academic knowledge and practical intricacies of the field to create professionals adept at identifying practical problems and using time tested and emerging managerial techniques to arrive at the most appropriate solutions. The University is offering the Program in collaboration with three prestigious institutions in the field, viz., Apollo Hospital Educational and Research Foundation (AHERF), Hyderabad, KIMS School of Health Care Management, Secunderabad and Department of Hospital Management, Dar-Us-Salam Educational Trust, Hyderabad.

V) PROGRAM LEARNING OBJECTIVES

The rationale behind offering MBA (HHCM) Program is to train the students as hospital and health care administrators with required theoretical and practical inputs. Other objectives of the Program are to:

- Enable the students to learn nuances of Hospital and Health Care Management from their individual and collective learning experiences;
- Develop the ability of the students to think analytically and train them to face the challenges in the real situations;
- Develop the capabilities / understanding and creative thinking levels of the students by involving them in various practical-oriented activities like hospital visits, internship, project work, etc.;
- Develop and groom the students as health care management professionals with required knowledge, skills and expertise suited to various organizations in health care sector.

VI) PROGRAM LEARNING OUTCOMES AND SPECIFIC OUTCOMES

Program Learning Outcomes: On successfully completing the Program the students should be able to:

PO1: Acquire an understanding of the concepts, theories, processes, functions, laws, tools and techniques and practices relating to the administration of the health care organizations and to health care delivery systems.

PO2: Demonstrate leadership, communication and relationship management skills for managing a health care organization.

PO3: Apply the principles, methods, tools/ techniques relating various disciplines including finance, accounting, marketing, economics, management, information technology, quantitative methods, operations research, strategic management, etc., for successful administration of health care organizations.

PO4: Apply management principles and processes for making judicious/rational managerial decisions.

Program Specific Outcomes: Specific outcomes of the Program are:

PSO1: Apply the knowledge of General Management, Organizational Behaviour, Economics, Accounting, Finance, Marketing, HR, Quantitative Techniques, Operations Research, Strategic Management, etc., to identify and solve complex problems in Health Care Organizations (HCOs).

PSO2: Employ the knowledge gained through the study of Hospital Planning and Operations Management and other related courses in planning and designing the HCOs by following the standards, rules and regulations established by various regulatory bodies, laws, etc.

PSO3: Initiate measures to follow patient-centered approach in HCOs to offer quality services at competitive prices, in addition to taking various measures to assure Total Quality Management in the operations of HCOs.

PSO4: Employ appropriate skills relating to the Information and Technology Systems, Health Care Data Analytics, materials management, management of drugs, equipment and technology, etc., for effective and efficient management of HCOs.

PSO5: Follow the ethical principles and standards while dealing with different issues like medico-legal cases, confidentiality of patient information, clinical research, etc.

PSO6: Handle emergency situations / disasters carefully; Comply with the legal provisions established by various laws concerned, follow the rules, regulations and standards spelt out by various regulatory authorities, including accreditation bodies; and Communicate effectively with different stakeholders of health care sector and act as a liaison between various stakeholders in a health care setups.

PSO7: Able to take required care and measures while handling the health care wastes, while dealing with medical tourists, while counseling the clientele on insurance and other issues.

PSO8: Become more practical-oriented with the knowledge gained through hospital visits, project works, internship, etc., underwent by them as part of their studies.

VII) PROGRAM STRUCTURE

MBA (HHCM) Program is being offered by Dr. BRAOU since the academic year 2008-09. The structure of the Program was thoroughly revised during the academic year 2019-20, in addition to introducing Credit System to the Program. MBA (HHCM) is a two-year program, divided into four semesters. In addition to the theory-based courses, to achieve the objectives of the Program, practical-oriented courses, hospitals visits, project work, internship, etc., are given special focus and are included in the Program structure.

Based on the performance, Grade Points will be awarded to the students who clear all the required courses to get the Degree from the University. Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) will be calculated as per the procedure laid down by the University.

STRUCTURE OF MBA (HHCM) PROGRAMME (w.e.f. 2019-20 academic year)	
FIRST YEAR	SECOND YEAR
<u>SEMESTER – I</u>	<u>SEMESTER – III</u>
1. Management and Organizational Behaviour (5)	1. Supply Chain Management (5)
2. Statistics for Management (5)	2. Total Quality Management & Accreditation (5)
3. Hospital Planning and Operations Management (5)	3. Drugs, Equipment and Technology Management (5)
4. Financial Accounting (3)	4. Cost and Management Accounting (3)
5. Communication Skills for Health Care Managers (3)	5. Statutory and Regulatory Compliance (3)
6. Human Biology and Medical Terminology (3)	6. Hospital Risk & Disaster Management (2)
7. Epidemiology & Health Care Policy (3)	7. Strategic Management (3)
8. Health Care Organizations Visits* (5)	8. Ethics in Health Care Management (2)
<i>[Total No. of Credits: 32]</i>	<i>[Total No. of Credits: 28]</i>
<u>SEMESTER – II</u>	<u>SEMESTER – IV</u>
1. Human Resource Management (3)	1. Health Insurance (3)
2. Operations Research (4)	2. Health Care Analytics (4)
3. Patient Care Management (5)	3. Entrepreneurship & Health Care Consultancy (3)
4. Financial Management for Health Care Organizations (3)	4. Health Care Waste Management (2)
5. Health Economics (3)	5. Internship** (6)
6. Health Care Services Marketing (3)	6. Project Report (6)
7. Health Care Information & Technology Systems (5)	7. Viva-Voce (3)
8. Medical Tourism (2)	
<i>[Total No. of Credits :28]</i>	<i>[Total No. of Credits: 27]</i>
Total No of Credits: 115 (32+28+28+27)	Total Marks: 2300 (640+560+560+540)

Notes: (1) Figures in brackets indicate the Number of Credits assigned to the Course and each Credit carries a weight age of 20 Marks.

(2) * HC Organizations Visits: 60 Marks; Report: 20 Marks and Presentation: 20 Marks.

(3) ** Student shall undergo internship in any selected hospital for a period of two and half months and submit 'Internship Completion Certificate' to the Program Centre.

VIII) PROGRAM CENTRES

MBA (HHCM) Program is being offered in collaboration with three prestigious institutions in the field, namely - Apollo Institute of Health Care Management (AIHCM), Hyderabad, KIMS

School of Health Care Management, Secunderabad and Department of Hospital Management, and Dar-Us-Salam Educational Trust (DET), Hyderabad.

Apollo Institute of Health Care Management (AIHCM) was established in 2008. It is sponsored by Apollo Hospitals Educational & Research Foundation (AHERF). The Institute is dedicated to developing and nurturing health care management professionals through quality education, training, research and institutional networking. Located within the sprawling campus of Apollo Health City, Asia's First Health City, in Hyderabad, the Institute shares a symbiotic existence with reputed Health Care Institutions in the campus.

KIMS School of Health Care Management offers Management and health-care programs under KIMS Educational Society, a society incorporated under the provisions of the Societies Registration Act 1860 for the management of educational institutions and conduct courses on disciplines including medical, technical and management in India. KIMS School of Health Care Management offers MBA (HHCM) Program at KIMS Hospital headquarters located in Secunderabad.

The Dar-Us-Salam Educational Trust (DET) was established in 1974 with its headquarters in Hyderabad. The Trust is a policy making body established and developed several educational institutions and hospitals to promote education, training and employment for youth from Muslim minority community. The trust acts as a council for the development of all its institutions assisted by the heads of the institutions. The trust is energetic and eager to engage more creative minds in the quest of knowledge for the improvement of society both materially, humanistically and to choose focus in the fields of Medicine, Para-Medical, Hospital Management, Engineering & Technology, Business Management, Pharmacy and Architecture disciplines to enhance quality in present economic scenario. MBA (HHCM) Program will be offered through the Department of Hospital Management, enriched with experienced and qualified faculty, functioning in Owaisi Hospital Campus.

IX) INTAKE FOR THE PROGRAM

Intake is 180 seats under Convener Quota, excluding 30% under 'Sponsored Category' at each Program Centre. The centre-wise seats allotment is stated below:

Centre Code	Name of the Centre	Convener Quota
981	AIHCM	60
982	KIM	60
983	DET	60

X) DURATION OF THE PROGRAM AND MEDIUM OF INSTRUCTION

The minimum duration of this Masters Program is two years, with two semesters in each academic year. However, the student will be permitted to complete the program within a maximum period of four academic years (from the year of taking admission). The medium of instruction for the study and for examinations is **English** only.

XI) PROGRAM / TUITION FEES

1. **Convener Quota:** Tuition Fee is Rs. 1,40,000/- **payable in two equal installments** (Rs.70,000/- each) in first and second years of the program to Dr. BRAOU, Hyderabad.
2. **Sponsored Quota:** Tuition Fee of Rs. 1,80,000/- **payable in single installment** to Dr. BRAOU, Hyderabad.

3. In addition to the above tuition fee, all the students should pay a sum of Rs. 10,000/- (i.e., Rs. 5,000/- Special Fees and Rs. 5,000/- Caution Deposit for Library & Lab) at the time of admission to the respective Program Centres, which is non-refundable.
4. Examination Fee has to be paid at the end of every semester as per the norms of the University.

XII) ADMISSION REQUIREMENTS, ELIGIBILITY AND ADMISSION RULES

A) ADMISSION REQUIREMENTS

The University admits students into the MBA (HHCM) Program through the following two methods:

- (1) Candidates qualified in the **ICET (Integrated Common Entrance Test for MBA & MCA)** conducted by Telangana Government (TGICET); and
- (2) Candidates qualified in the **BRAOU MBA (HHCM) Entrance Test (BRAOU MBA (HHCM) ET)** conducted by Dr. B. R. Ambedkar Open University.

Important Notes:

- (i) Candidates wish to appear for **BRAOU MBA (HHCM) ET – 2024** shall visit the BRAOU Website portal (www.braou.ac.in / <https://www.braouonline.in>) and apply for the same.
- (ii) Candidates qualified in TGICET are also eligible to take admission into the MBA (HHCM) Program.
- (iii) Qualifying marks in **BRAOU MBA (HHCM) ET - 2024** is 25 per cent and no minimum marks are prescribed for SC/ST candidates (on par with ICET Guidelines).
- (iv) Candidates qualified in TGICET need not appear for BRAOU MBA (HHCM) ET. They can seek admission into the MBA (HHCM) Program by attending the Admission Counselling conducted by the University on the specified dates.
- (v) Rank obtained in both the ICET and BRAOU MBA (HHCM) ET in an academic year are valid for admission to MBA (HHCM) Program in the respective academic year only.
- (vi) **Candidates who have satisfied the Eligibility Criteria stated below are only eligible to appear for ICET / BRAOU MBA (HHCM) ET.**

B) ELIGIBILITY

The MBA (HHCM) Program is open to all citizens of India (both to the fresh graduates as well as in-service candidates), who possess a Bachelor's Degree in any discipline (except Fine Arts and Oriental Languages) from a recognized university with a minimum of **50% marks (45% in case of reserved categories of SC, ST and BC)** in the qualifying examination.

C) ADMISSION RULES

- (a) The rank secured in the **TGICET** conducted by both Telangana Government / **BRAOU MBA (HHCM) ET** (conducted by Dr. B. R. Ambedkar Open University) is the basis for the admission into MBA (HHCM) Program;
- (b) There is a limit on the intake into the Program as stated above;
- (c) Candidates qualified in the TGICET or BRAOU MBA (HHCM) ET shall attend the **Admission Counselling** as per the Schedule announced by the University, along with all the required original documents;
- (d) Candidates can opt for any of the three Program Centres, where MBA (HHCM) is being offered. However, the University reserves the right in the allotment of candidates to the Program Centres;
- (e) Government rules and regulations pertaining to reservation of seats in universities are applicable for giving admissions; and

(d) The University reserves the right to give an admission or not to a candidate.

XIII) PATTERN AND SYLLABUS OF THE BRAOUMBA ENTRANCE TEST

The BRAOU MBA (HHCM) Entrance Test [BRAOU MBA (HHCM) ET] consists of 100 questions of two marks each in the following topics / areas:

Topics	No. of Questions	Total Duration of the Test
Section-A: Analytical Ability		
1. Data Sufficiency	10	
2. Problem Solving	25	
Section-B: Mathematical Ability		
1. Arithmetical Ability	20	
2. Algebraically and Geometrical Ability	15	
3. Statistical Ability	5	1 1/2 Hours (90 minutes)
Section-C: Communication Ability		
1. Vocabulary	5	
2. Business and Computer Terminology	5	
3. Functional Grammar	10	
4. Reading Comprehension		
TOTAL	100	

- **Total No. of Questions:** 100
- **Total No. of Marks:** 200 (2 Marks for Each Question)
- **Language:** The Question Paper is in Bilingual (English & Telugu).
- **Mode of Entrance Test:** OFFLINE
- **Qualifying Marks:** Qualifying marks in **BRAOU MBA (HHCM) ET-2024** is 25 per cent and no minimum marks are prescribed for SC/ST candidates (On par with ICET Guidelines). There are no 'Negative Marks'.

Notes: (a) Syllabus for the BRAOU MBA (HHCM) ET is given in Annexure – 1.

(b) Model Question Paper of BRAOU MBA (HHCM) ET will be uploaded in the University Website.

XIV) INSTRUCTIONS TO FILL BRAOUMBAET APPLICATION FORM

- Candidates wish to appear for BRAOU MBA (HHCM) ET shall enter the portal of BRAOU - [www.http://braouonline.in](http://braouonline.in) and click on 'Application for BRAOU MBA (HHCM) ET-2024';
- Before starting filling the Application Form, you are advised to keep all the documents and also latest photo ready;
- Make a note that the personal details / credentials once entered can't be altered. Hence, you are advised to fill the Application Form carefully;
- Fill the application form carefully, pay the Registration Fee, upload the Photo and submit the application form.

- Read and fill all the columns carefully;
- Give the correct information while filling the Application Form.

Important Notes:

- (a) Mere filling the Application Form won't give any right to candidates to appear for BRAOU MBA (HHCM) ET. Candidates shall pay the Registration Fee, fulfill all the other formalities required and submit the Application Form. Candidates who **SUBMIT** the Application Form can only appear for the Entrance Test.
- (b) Candidates born on or before 01.06.2004 are only eligible to appear for BRAOU MBA (HHCM) ET.
- (c) Candidates shall fill all the mandatory fields.
- (d) Candidates who satisfy the Eligibility Criteria stated above are only eligible to appear for the Entrance Test.
- (e) Candidates appeared for the final semester examinations of the 'qualifying examination' and waiting for the declaration of results are permitted to appear for BRAOU MBA (HHCM) ET at their own risk. After the declaration of results, such candidates who satisfy the Eligibility Criteria can only seek admission into the Program.
- (f) Please make a note that the Registration / Application Fee once paid will not be refunded.

Applicants are once again requested to keep in mind that those who fill the Application Form completely, pay the Registration Fee, and SUBMIT it can only appear for BRAOU MBA (HHCM) ET – 2024.

XV) ADMISSION COUNSELLING

Candidates qualified in the TGICET conducted by the Telangana Government (OR) in the BRAOU MBA (HHCM) ET can seek admission in to the MBA (HHCM) Program. Such candidates shall attend the **Admission Counselling** that will be held at the University headquarters, Hyderabad. The following certificates are to be submitted at the time of admission counseling along with two sets of photocopies and necessary fees and 5 Passport size photographs:

1. S.S.C / 10th Class Certificate for name and age proof;
2. Migration Certificate in case of candidates from other than Dr. BRAOU;
3. T.C. (Transfer Certificate i.e. college leaving certificate) from the college where the candidate studied last;
4. Memoranda of Marks of the qualifying examination;
5. Provisional Certificate or Original Degree Certificate of the qualifying examination;
6. Latest Social Category Certificate, if the seat is under reservation category such as ST, SC, BC;
7. Hall Ticket of TGICET – 2024 (or) BRAOU MBA (HHCM) ET – 2024.

Note: Admission Counselling is tentatively scheduled on 10th and 11th March, 2025. However, the Admission Counselling Schedule(s) will be uploaded in the University, in addition to issuing a Press Release. Hence, the candidates are suggested to visit the University Website (www.braou.ac.in / www.http/braouonline.in) frequently and attend the Admission Counselling.

XVI) PROGRAM DELIVERY MECHANISM

The Program is delivered through printed course material, class room lectures (blended mode), case studies, field visits, project work, audio-visual presentations, group discussions, seminars and on-the-job training. Classes will be organized continuously for a period of 12 to 15 days in each Semester and 75% attendance to the classes is compulsory. In addition to the course material and class room lectures, other facilities like Radio Lessons and Video Lessons are also extended to the students. They will be uploaded in the University Website / YouTube (the students can view / hear these lessons at their own pace / place / convenience).

**SCHEME TO CONDUCT CLASSES
I YEAR - FIRST SEMESTER**

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Management and Organizational Behaviour	5 x 3	15
2. Statistics for Management	5 x 3	15 (+3)
3. Hospital Planning and Operations Mgt.	5 x 3	15 (+2)
4. Financial Accounting	3 x 3	9 (+3)
5. Communication Skills for Health Care Managers	3 x 3	9
6. Human Biology and Medical Terminology	3 x 3	9 (+1)
7. Epidemiology and Health Care Policy	3 x 3	9
8. Hospital Visits	3 Days	

Note: Total No. of Hours = 90 (excluding Hospital Visits)

I YEAR - SECOND SEMESTER

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Human Resource Mgt.	3 x 3	9 (+2)
2. Operations Research	4 x 3	12 (+3)
3. Patient Care Management	5 x 3	15 (+1)
4. Financial Management for HC Organizations	3 x 3	9 (+3)
5. Health Economics	3 x 3	9 (+1)
6. Health Care Services Marketing	3 x 3	9
7. Health Care Information and Technology Systems	5 x 3	15 (+2) (including Practicals)
8. Medical Tourism	2 x 3	6

Note: Total No. of Hours = 96

II YEAR - THIRD SEMESTER

Name of the Course	No. of Credits x No. of Hours Allotted to	Total No. of Hours of Counselling
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	Each Credit	Classes
1. Supply Chain Management	5 x 3	15
2. Total Quality Management and Accreditation	5 x 3	15
3. Drugs, Equipment and Technology Mgt.	5 x 3	15
4. Cost and Management Accounting	3 x 3	9 (+3)
5. Statutory and Regulatory Compliance	3 x 3	9 (+2)
8. Hospital Risk and Disaster Management	2 x 3	6
7. Strategic Mgt.	3 x 3	9 (+1)
8. Ethics in Hospital Management	2 x 3	6

Note: Total No. of Hours = 90

II YEAR - FOURTH SEMESTER

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Health Care Analytics	4 x 3	12 (+3)
2. Entrepreneurship and Health Care Consultancy	3 x 3	9
3. Health Insurance	3 x 3	9
4. Bio-Medical Waste Mgt.	2 x 3	6

Note: Total No. of Hours = 39 (Only four theory courses in 4th Semester)

***Internship:** Student shall do Internship in any selected hospital for a period of 10 weeks.

In each semester, Guest Faculty (Practitioners) will be invited, in addition to the regular faculty of the partner institute, to give lectures to give more practical insights to the students.

XVII) EVALUATION SYSTEM

Students shall clear both the Mid-Semester and Semester-End Examinations in each course and shall secure the required number of marks (separately for both Mid-Semester and Semester-End examinations) to clear that course. The weightage assigned to the Mid-Semester and Semester-End Examinations is 30% and 70% respectively. Maximum and minimum marks for each course, duration of the examination, etc., vary as per the number of credits assigned to the courses. Model examination question paper (for Semester-End Examinations) is provided at the end of the course material of each course.

In addition to the theory courses, in the 4th Semester, the students shall attend Internship, submit Project Report and attend the Viva-Voce Examination and secure the minimum marks to clear them.

Final Grade Points and Letter Grade will be calculated and assigned to the students after clearing all the courses. Semester Grade Point Average (SGPA) will be calculated at the end of

each semester based on the performance of the students in each course, and Cumulative Grade Point Average (CGPA) at the end of the Programme (i.e., after the student complete all the required number of courses to get the degree).

XVIII) AWARD OF LETTER GRADES AND GRADE POINTS

Dr. BRAOU has introduced Credit-System to MBA (HHCM) Programme. In this regard, it is to clarify that it is not the Choice-Based Credit-System as the student has to study all courses compulsorily and it is only Credit-System introduced by the University. Credits are assigned to each course in the Program, including Internship, Project Report and Viva-Voce, and according to the University Policy each Credit carries a weightage of 20 marks.

The following are the rules and regulations relating to the computation of SGPA & CGPA and for the award of Final Grade to the students who fulfilled all the requirements for the award of MBA (HHCM) Degree by the University:

- A) It is ‘Absolute Grading System’, that is, marks will be converted into grades based on the performance of the students, both in Mid-Examinations and Semester-End Examinations of each Semester. The marks for mid-examinations and Semester-End Examinations will be added to convert into a Grade and later a Grade Point Average. There is no grade independently for Mid-Examinations and Semester-End Examinations.
- B) The student will get a Grade Sheet with total grades earned and a Grade Point Average mentioned there.
- C) The performance of a student will be evaluated in terms of two indices, viz.
 - a) Semester Grade Point Average (SGPS) which is the Grade Point Average for a Semester; and
 - b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.
- D) Marks / Grade / Grade Point w.e.f the academic year 2019-20 (10 Point Scale):

TOTAL NUMBER OF MARKS AND CREDITS: SEMESTER-WISE

SEMESTER	TOTAL MARKS	TOTAL NUMBER OF CREDITS
1 st Semester (Eight Courses)	640	32
2 nd Semester (Eight Courses)	560	28
3 rd Semester (Eight Courses)	560	28
4 th Semester (Seven Courses)	540	27
TOTAL	2300	115

Notes: Student shall secure the minimum marks separately in Mid-Examinations and Semester-End Examinations, in addition to clearing Hospital Visits, Submission on Reports, Presentations, Internship, Project Report and Viva-Voce Examination.

AWARD OF LETTER GRADES AND GRADE POINTS

Range of Marks Obtained in a Course	Letter Grade	Explanation	Grade Point
85-100	O	Outstanding	10
70-84	A	Very Good	9
60-69	B	Good	8

55-59	C	Above Average	7
50-54	D	Average	6
40-49	E	Satisfactory	5
Less Than 40	F	Fail	0
Absent	Ab	Absent	---

E) Computation of SGPA: The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student. That is:

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

F) Computation of CGPA: The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme. That is:

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

G) The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the Memorandum of Marks.

H) Illustration of Computation of SGPA and CGPA

a) Illustration for SGPA: If a candidate secure different grades in different courses, the SGPA of each semester of the candidate is arrived as illustrated:

Course	No. of Credits	Grade Letter	Grade Point	Credit Points (Credit x Grade)
Course 1	5	B	8	5 x 8 = 40
Course 2	5	C	7	5 x 7 = 35
Course 3	5	B	8	5 x 8 = 40
Course 4	3	B	8	3 x 8 = 24
Course 5	3	C	7	3 x 7 = 21
Course 6	3	B	8	3 x 8 = 24
Course 7	3	B	8	3 x 8 = 24
Course 8	5	B	8	5 x 8 = 40
	32			248

$$\text{Thus, SGPA} = 248 / 32 = 7.75$$

Similarly, SGPA will be calculated for all the Semesters.

b) Illustration for CGPA:

Semester 1	Semester 2	Semester 3	Semester 4
Credits: 32	Credits: 28	Credits: 28	Credits: 27
SGPA: 7.75	SGPA: 8.71	SGPA: 7.98	SGPA: 8.23

Thus,

$$CGPA = \frac{(32 \times 7.75) + (28 \times 8.71) + (28 \times 7.98) + (27 \times 8.23)}{115} = 8.15$$

Grade: B

(OR)

Semester 1	Semester 2	Semester 3	Semester 4
Credits: 32	Credits: 28	Credits: 28	Credits: 27
Total Credit Points: 248	Total Credit Points: 243.88	Total Credit Points: 223.44	Total Credit Points: 222.21

$$\text{Thus, CGPA} = \frac{248.00 + 243.88 + 223.44 + 222.21}{32 + 28 + 28 + 27} = 937.53 / 115 = 8.15$$

Grade: B

I) Total Number of Credits Earned by the Student:

Total No. of Marks in I Semester:	248.00
Total No. of Marks in II Semester:	243.88
Total No. of Marks in III Semester:	223.44
Total No. of Marks in IV Semester:	222.21

Total Number of Credits Earned are:

$$\text{Total No. of Marks / Weightage to Each Credit} = 937.53 / 20 = 46.87$$

XIX) INTERNSHIP GUIDELINES

An 'Internship' is a professional learning experience that offers meaningful, practical work related to a learner's field of study or career interest. An internship gives a learner the opportunity for career exploration and development, and to learn new skills. Students of MBA (HHCM) Program shall take up Internship during the IV Semester which carries a weightage of 6 Credits (120 marks). Students are advised to read the 'Internship Guidelines' carefully and proceed accordingly. These guidelines will be uploaded in the University Website separately.

XX) PROJECT WORK GUIDELINES

Students of MBA (HHCM) Program shall submit a Project Report at the end of IV Semester which carries a weightage of 6 Credits (120 marks). Students are advised to read the 'Guidelines for Preparing Project Report' carefully and proceed accordingly while working on the Project Report. These Guidelines, along with a list of suggested topics, will be uploaded in the University Website separately.

XXI) CAREER OPPORTUNITIES

Health care is one of the fastest growing sectors in India. There are enormous career opportunities in this sector. The MBA (HHCM) program aims at preparing young and bright graduates for challenging careers in health care organizations like corporate hospitals, insurance companies, NGOs, Health Care Information Technology and public health organizations. Most of the students who are awarded with the degree are placed in prominent and reputed health care organizations. After completing the Program, the candidate can also turn himself or herself as a job-giver instead of a job-seeker.

XXII) REGISTRATION FOR II YEAR OF MBA (HHCM) PROGRAM

There is no detention system for the students. Hence, whether the student clears all the I Year courses or not, he / she can register for II Year by paying the Tuition Fee, continue the studies and complete the Program within the stipulated duration / period.

XXIII) CONTACT DETAILS

If any further information is required, you are requested to contact the officers whose details are given below:

A) AT PROGRAMME CENTRES

- (a) **AIHCM:** The Director, Apollo Institute of Health Care Management (AIHCM), Apollo Health City Campus, Jubilee Hills, Hyderabad – 500096 (Ph. Nos. 040 – 23556850 / 23543269 / + 91 9849471651).
- (b) **KIMS:** The Principal, KIMS School of Health Care Management, KIMS Hospitals, Minister Road, Secunderabad – 500003 (Ph. No. 91 7337313091).
- (c) **DET:** The Principal, Department of Hospital Management, Dar-Us-Salam Educational Trust, Deccan College of Medical Sciences, P.O. Kancharbagh, DMRL 'X' Road, Santhosh Nagar, Hyderabad – 500058 (Ph. Nos. 040-24802632/ +91 9704009232).

B) AT UNIVERSITY HEADQUARTERS

- a) Academic Related Matters:
Head, Department of Business Management, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680440/441/443/453).
- b) Admissions:
Director, Learner Support Services Division, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680291/280).
- c) Course Material:
Director, Material & Publication Division, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680376/379/370).
- d) Examinations / Results:
Controller of Examinations, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680333/240/246/251).
- e) Video / Audio Lessons:
Director, EMRRC, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680320 / 326).
- f) Issue of Duplicate Id. Cards, and Re-admissions: Ph: 040-23680378 / 359 / 292.
- g) General Information: 040-23680333.
- h) Enquiry Services: If you want any information please contact:
Director (Academic): 040-23544741
Director (Learner Support Services): 040-23544986
Controller of Examinations: 040-23552840.

HELP DESK NUMBERS FOR ADVICE AND GUIDANCE
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738 29 29 570

738 29 29 580

738 29 29 590

738 29 29 600

XXIV) ANNEXURE

ANNEXURE – 1: SYLLABUS OF THE BRAOUMBA ENTRANCE TEST

Total Number of Questions: 100

Total Marks: 200 (2 Marks for each question)

Duration of the Test: 90 Minutes

SECTION - A: ANALYTICAL ABILITY (35 Questions - 70 Marks)

- I. Data Sufficiency: (10 Questions - 20 Marks):** A question is given followed by data in the form of two statements labelled as i and ii. If the data given in i alone is sufficient to answer the question then choice (1) is the correct answer. If the data given in ii alone is sufficient to answer the question then choice (2) is the correct answer. If both i and ii put together are sufficient to answer the question but neither statement alone is sufficient, then choice (3) is the correct answer. If both i and ii put together are not sufficient to answer the question and additional data is needed, then choice (4) is the correct answer.
- II. Problem Solving (25 Questions - 50 Marks)**
- a) **Sequences and Series:** Analogies of numbers and alphabet, completion of blank spaces following the pattern in a:b::c:d relationship; odd thing out: missing number in a sequence or a series.
- b) **Data Analysis:** The data given in a Table, Graph, Bar Diagram, Pie Chart, Venn Diagram or a Passage is to be analyzed and the questions pertaining to the data are to be answered.
- c) **Coding and Decoding Problems:** A code pattern of English Alphabet is given. A given word or a group of letters are to be coded or decoded based on the given code or codes.
- d) **Date, Time & Arrangement Problems:** Calendar problems, clock problems, blood relationships, arrivals, departures and schedules, seating arrangements, symbol and notation interpretation.

SECTION - B: MATHEMATICAL ABILITY (40 Questions - 80 Marks)

- III. Arithmetical Ability (20 Questions - 40 Marks):** Laws of indices, ratio and proportion; surds; numbers and divisibility, *l.c.m.* and *g.c.d.*; Rational numbers, Ordering.; Percentages; Profit and loss; Partnership, Pipes and cisterns, time, distance and work problems, areas and volumes, mensuration, modular arithmetic.
- IV. Algebraically and Geometrical Ability (15 Questions - 30 Marks):** Statements, Truth tables, implication converse and inverse, Tautologies-Sets, Relations and functions, applications - Equation of a line in different forms. Trigonometry - Trigonometric ratios, Trigonometric ratios of standard angles, (0° , 30° , 45° , 60° , 90° , 180°): Trigonometric identities: sample problems on heights and distances, Polynomials; Remainder theorem and consequences; Linear equations and expressions; Progressions, Binomial Theorem, Matrices, Notion of a limit and derivative; Plane geometry - lines, Triangles, Quadrilaterals, Circles, Coordinate geometry- distance between points.
- V. Statistical Ability: (5 Questions - 10 Marks):** Frequency distributions, Mean, Median, Mode, Standard Deviations, Correlation, simple problems on Probability.

SECTION-C: COMMUNICATION ABILITY: (25 Questions - 50 Marks)

Objectives of the Test: Candidates will be assessed on the ability to:

- a) Identify vocabulary used in the day-to-day communication (5 Questions – 10 Marks);
- b) Understand the functional use of grammar in day-to-day communication as well as in the business contexts (5 Questions – 10 Marks);

- c) Identify the basic terminology and concepts in computer and business contexts (letters, reports, memoranda, agenda, minutes etc.) (5 Questions – 10 Marks); &
- d) Understand written text and drawing inferences (10 Questions - 20 Marks).
