M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Operation Research for Business Decisions (MBA 201)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents

1 : Quantitative Techniques and Operations Research

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantagesand Limitations of Quantitative Techniques ,OR Models

2 : Linear Programming

Meaning of Linear .Programming, General Mathematical Formulation of LPP, Graphical Analysis,Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

3 : Transportation Model

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and SteppingStone Method.

4 : Assignment Problem

Assignment Model as a Particular Case of Transportation Model, Formulation of AssignmentProblems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

5 : Dynamic Programming

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting.Integer linear programming: Meaning, Application, integer programming algorithm (branch and bound algorithm, cutting plan algorithm).

6 : Waiting Line Models

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and FinitePopulation), Probability Calculations arid Application of M/M/C (Infinite Population)

7 : Replacement Models

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

8 : Game Theory & Markov Chain Analysis

Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods. Computation of Sequential Probability of States forDifferent Periods, Steady State Probability of States and Application of Markov Chain.

9 : Simulation & Computer Solutions

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programmingProblem, Transportation problem with TORA and Excel solver.

Text Readings

1 Anderson, **Introduction to Management Science** Cengage Learning 4thedi, 2008

2. Hamdy A.Taha, **Operations Research: An Introduction**, Pearson 2008

3 H.M. Wagner, **Principles of Operations Research with Application to Managerial Decisions,** PHI Learning. 2nd Ed., 2009.

4 Chawla, **Operation Research**, Kalyani Publication Ludhiyana,2009

5 Sharma Anand, **Operation Research**, 2008, Himalaya Publishing House6 Kalawati,

Operations Research, Vikas Publication Pvt.ltd.2008

Suggesting Readings

1. Winston,**Operation Research Application and Algorithem**, Cengage Learning 2008

2 Krajewski, Ritzmen, Malhotra, **Operations management: Process & value**, Pearson 2008

3 V. K. Kapoor, **Problems and Solutions in Operations Research,** New Delhi, Suitan Chand andSons, 2001

4 F. Hillier, **Introduction to Operation Research**, TMH, 2005

5. Bobby Srinivasan and C.L. Sandblom, **Quantitative Analysis for Business Decisions,** Singapore, McGraw Hill Publications, 2001.

6. C.R. Kothari, An Introduction to **Operational Research ,** New Delhi, Vikas Publications, 3rd Ed.,2009.

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Taxation and Insurance in Hospitals (MBA 202)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents

1. Introduction to Income Tax
   1.1. Introduction to Income.
   1.2. Introduction to Tax Management: Concept of Tax Planning, Tax Avoidance and Tax Evasion.
   1.3. Important features and Provisions of Income Tax Act.
   1.4. Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, etc.
   1.5. Residential Status and Incidence of Tax.
   1.6. Agricultural Income.
   1.7. Exempted Income.
2. Salaries
   2.1. Salary: Meaning, definition, important considerations regarding salary, Taxability of Allowances and Perquisites, Profits in Lieu of Salary, Treatment of PF, Gratuity.
   2.2. Computation of Salariestaking into consideration all relevant provisions with Numerical/Cases.
3. Income From House Property
   3.1. Important considerations regarding house Property,
   3.2. House Property exempt from Tax.
   3.3. Computation of Income from House Property taking into consideration all relevant provisions with Numerical/Cases.
4. Profits and Gains of Business
   4.1. Basis of Determination of Profits and Gains ofBusiness and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation.
   4.2. Computation of Profits and Gains of Business and Profession taking into consideration all relevant provisions with Numerical/Cases.
5. Capital Gains
   5.1. Meaning and definition of Capital Gains, Capital Assets, Assets not treated as capital Assets, Types of Capital Assets, concept of Cost Inflation Index, Capital Gains Exempt from Tax, Capital Gains Account Scheme, Exemption of Capital Gains, meaning of special terms used in Capital Gain Concept, Meaning of Transfer of Capital Assets, transactions not regarded as Transfer.
   5.2. Computation of Capital Gains taking into consideration all relevant provisions with Numerical/Cases.
6. Income From Other Sources
   6.1. Types on Income from Other Sources,
   6.2. Deductions Allowable in computing Income from Other Sources,
   6.3. Treatment of Interest on Securities,
   6.4. Computation of Income from Other Sources taking into consideration all relevant provisions with Numerical/Cases.
7. Understanding Insurance
   7.1. Definition of Insurance
   7.2. General Principles of Insurance
   7.3. Insurance Application and Acceptance Procedure
   7.4. Insurance Terminology
8. Life Insurance
   8.1. Life Insurance Definition, General Principles of Life Insurance
   8.2. Types of Life Insurance Products--- Whole Life Policy, Term Policy, Endowment Policy.
   8.3. Annuities Types
   8.4. Claim Management of Claim Settlement

9 General Insurance

9.1. General Insurance Definition, General Principles of General Insurance
9.2.Marine Insurance, Fire Insurance
9.3.Motor Vehicle Insurance
9.4.Public Liability Insurance
9.5.Third Party Insurance
9.6. Mediclaim, Health Insurance Policies and TPA
9.7.Group Insurance
9.8.Burglary Insurance

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Hospital Planning (MBA 203)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents

1. Planning as a management function. Steps of planning. Hospital Planning: Meaning & scope
2. Concept of building a Hospital, Availability of Finance & land Feasibility Studies catchments area and demand analysis
3. Guiding principles in planning Hospital facilities & services Planning of type, size and facilities for Hospital Operational plan and functional plan Facility Master Plan Design (Internal & External Aspects)
4. Planning of Equipment Organizational plan Administrative Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, P R Deptt., Marketing
5. Basics for requirements for Clinical Service Departments. and Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear Medicine, Surgical, Labour room & delivery room, Physical Medicine & rehabilitation, Occupational & recreational therapy
6. Speech & hearing, Pulmonary unit, CATH lab, Nursing Unit (pediatric, obstretics & Gyaec, Psychiatric, Isolation, ICU, ICCU and Nursery), Admission
7. Department, MRD, CSSD, Materials Management, Food Service, Landry, Repair Maintance & Engineering , Air conditioning, Medical Gases, Communication, BMW Management.

Recommended Text :

Text Books on Hospital Planning and Management by : Mc Caullay, Kunders, Tabish, ShaktikantGupta ,BMSakharker

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Fundamentals of Financial Management (MBA 204)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents

Unit 1: Introduction

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic FinancialDecisions: Investment, Financing and Dividend Decisions

Unit 2: Sources of Finance

Understanding about short term and long term sources of funds and their characteristics

Unit 3: Financial Statement Analysis

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency.Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

Unit 4: Statement of Changes in Financial Position

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and CashFlow Statement for financial Decision

Unit 5: Leverage Analysis

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of OperatingLeverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.

Unit 6: Operational Budgeting

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget,Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

Unit 7: Cost of Capital and Capital Structure Decision

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and itsTheories such as MM theory of Capital Structure.

Unit 8: Investment Decisions

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposalsfor Decision Making. Capital Rationing

Unit 9: Understanding Working Capital

Concepts, components, Determinants and need of Working Capital. Computation of Working Capitalfor a Company.

Unit 10: Dividend Decision

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

Text Readings

1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009

2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007

3. Brigham, Fundamentals of Financial Management, 10th,edition2008, Cengage Learning,4 Kulkarni, **Financial Management**, 2008, Himalaya Publishing House

5 Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi.6 Chandra Bose Fundamentals of Financial Management, PHI, 2009

Suggested Readings

1. Prasanna Chandra, Financial Management, New Delhi, TMH, 2004.

2. Keown, Financial Management- principles & application 10th Ed Pearson Education, 2008

3. Shapiro, **Capital Budgeting & Investment Analysis**, Pearson Education 2008

4. Reddy G. S., **Financial Management**, 2008, Himalaya Publishing House

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Fundamentals of Marketing Management (MBA 205)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents:

Unit-1 Marketing Concepts

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies ofMarketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

Case Study: Maruti Udyog limited I & II

Unit-2 Market Segmentation, Targeting, Positioning

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool forCompetitive Differentiation, Developing a Positioning Strategy.

Case Study: Indian Air forceUnit -3 Product

Decision

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product DiffusionProcess, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. NewProduct Development Process,

Case Study: Indian home products (P) ltdUnit-4 Pricing

Decision

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing,Transfer Pricing, High Sea Pricing

Case Study: Ajanta shoes company ltdUnit-5

Distribution Decisions

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesalingand Retailing, introduction to Logistics,

Case Study: Anand distributors (P) ltdUnit-6

Promotion Decisions

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion andPublicity and Public Relations, Direct Marketing,

Case Study: Promotion of fairy Queen Express

Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the StrategicObject and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

Unit-8 Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importanceof CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

Text Readings

1. Kotler,Keller,Koshy,Jha, **Marketing Management– A South Asian Perspective,** Pearson, 13thEdition, 2008.

2 Kurtz, **Principles of Marketing,** Cengage Learning, India, 2008

3 S. Neelamegham, **Marketing In India**, 3rd Edition, Vikas publishing house, 20094 Biplo Bose**,**

Marketing Management, 2008, Himalaya Publishing House**.**

5 Paul Baines, Chris Fill, Kelly Page, **Marketing,** Oxford University Press, 1st Edition 20096 Winner

Marketing Management, 3rd edition Pearson 2009

Suggested Books

1. William L. Pride and O.C. Ferrell, **Marketing Concepts and Strategies**, Boston, HoughtonMifflin Co., 8th Ed., 1993.

2. Czinkota and Kotabe , **Marketing Management**, , Cengage Learning, India 2007

3. West, Ford, Ibrahim, **Strategic Marketing,** Oxford University, 2009

4. Evans, **Marketing Management** Cengage Learning,India ,2008.

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Fundamentals of Human Resource Management (MBA 206)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Content 1: HRM Concept

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indianand Global Scenario. Human Resource Policies.

Case:Vindhya Steels Ltd

2:Human Resource Acquisition Process

Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process.Global Scenario in HR Acquisition

3: Human Resource Training and Development.

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation,Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organisational Effectiveness

4: Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance verses Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance AppraisalSystems at Global level, Succession Planning, Career Planning and Assessment Centers.

Case: Appraising the Secreteries at Sweetwater U5: Maintenance

of Human Resources:

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of CompensationManagement, Cross-national variation in reward structures.

Case: Swati Textile India Limited.

6: Knowledge Management & International HRM

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledgetransfer, knowledge management in multinational companies, knowledge management & International HRM.

Text Readings

1 Bohlander, **Human Resource Management**,14th edition Cengage Learning, India,20092 Dessler, Verckey**, Human Resource Management,** Pearson Education,2009

3 Monir H. Tayeb, **International Human Resource Management,** Oxford, 2009 5Patnaik, **Human Resource Management,**3rd edition,PHI,2009

6 Subba Rao,**International Human Resource Management**, 2009,Himalaya Publishing House.

Suggested Readings

1 Tony Edwards, Chrisrees, **International Human Resource Management,** Pearson Education,2008

2 K. Asawatthapa **International Human Resource Management ,** TMH, 20073 Jeffery Mello,

Human Resource Management, Cengage Learning, India, 2008

4 Subba Rao, **Essential of HRM and Industrial Relation**, 2008, Himalaya Pub. House.

Methis & Jackson **Human Resource Management 12th edition,2008** Cengage Learning6 Dowling, **International Human Resource Management** Cengage Learning, India,2007

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management
Title of Paper & Code: Business Ethics & Indian Ethos in Management (MBA 207)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents

Section A
PART – I BUSINESS ETHICS

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior,Characteristics of Moral Standards.
2. Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of VoluntaryMediation, Participatory Ethics.
3. Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goalsand Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Duty ethics in the Business Environment.
6. Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in BusinessEthics and Management Theory.

Section B

PART - II MANAGEMENT BY INDIAN VALUES

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices,Management is Culture Bound.

Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopdesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples andmodels from the above texts.

2. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
3. Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.
4. Karma Theory, Nishkama Karma Yoga and Professionalism.
5. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
6. Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility,Four – fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.
7. Work Place Spirituality.

Cases in Business Ethics and Management by Indian Values.

Text Readings

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009

2. Weiss, **Business Ethics concept & cases,** 1st edition, 2009, Cengage Learning3 Velasquez, **Business Ethics,Concepts & Cases,** 6th edition, 2009, PHI

3. Murthy, **Business Ethics**, 2009, Himalaya Publishing House

4. Al Gini, **Case Studies in Business Ethics**,6th edition 2009,Pearson Education.

Suggested Readings

1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, New Delhi
2. 2 F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
4. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
5. Swami Someswarananada, Indian Wisdom for Management, Ahmedabad, AMA. 2000.
6. Swami Rangnathananda, Universal Message of the Bhagvad Gita, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

M.B.A. (Hospital Administration)
Semester: II
Discipline: Management

Title of Paper & Code: Business Research Methods (MBA 208)

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 markswill have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Contents

Unit I: Introduction.

1. Business Research, Meaning and methods of research. Research Process, Identification andformulation of Research Problem.

Unit II: Research Design:

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Designand Types of research designs, Need for Research Design Features of a good research design and, Different research design--Exploratory, Descriptive. Experimental and Diagnostic and Survey Research.

Unit III: Measurement Methods:

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques ofDeveloping Scales, Reliability and Validity of scales.

Unit IV: Data Analysis:

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences betweenTwo or More than Two Levels of an Independent Variable, Analysis of Designs with More than OneIndependent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi- square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

Unit V: Sharing the Results.

Reporting Research, Types of reports and Characteristics of a research report.

Text Readings

7. William G. Zikmund, Business Research Methods, 7th edi. Cengage Learning, India
8. K.N. Krishnaswamy, Appa lyer Sivakumar, M.Mathirajan, Management Research Methodology:
9. Integration of Principles, Methods and Techniques, Pearson Education 2008
10. J. K. Sachdeva, Business Research Methodology, 2008, Himalaya Pub. House
11. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, PHI. 5th edition 2008
12. Ranjeet Kumar, Research Methods, Pearson Education 2009

Suggested Readings

1. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th edition, PHI Learning,2009
2. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2008.
3. Mcburney, Research **Methods, 7th edition, Cengage Learning, India.**