

# MBA (HOSPITAL ADMINISTRATION)



Full Time MBA (Hospital Administration)

Course Session 2024-26

Number of Seats: 40

---

## DEPARTMENT OF MANAGEMENT

KUSHABHAU THAKRE PATRAKARITA AVAM JANSANCHAR VISHWAVIDYALAYA  
RAIPUR (C.G.)

**TWO YEAR MBA (Hospital Administration) PROGRAM  
COURSE STRUCTURE**

<b>FIRST SEMESTER</b>		<b>MARKS</b>			
<b>SUB CODE</b>	<b>Subject/Paper</b>	<b>Credit</b>	<b>Theory</b>	<b>Internal</b>	<b>Total</b>
101	Management Concepts & Process	4	75	25	100
102	Organizational Behavior	4	75	25	100
103	Managerial Communication	4	75	25	100
104	Information Technology for Hospital Administrators	4	75	25	100
105	Principles of Hospital Administration	4	75	25	100
106	Managerial Economics	4	75	25	100
107	Accounting for Managers	4	75	25	100
<b>GRAND TOTAL</b>			-	-	700

<b>SECOND SEMESTER</b>		<b>MARKS</b>			
<b>SUB CODE</b>	<b>Subject/Paper</b>	<b>Credit</b>	<b>Theory</b>	<b>Internal</b>	<b>Total</b>
	<b>Core subjects</b>				
201	Hospital Planning	4	75	25	100
202	Planning & Designing Hospital Services	4	75	25	100
203	Research Methodology	4	75	25	100
	<b>Elective subjects (Any Three)</b>				
204	Marketing of Hospitals	4	75	25	100
205	Consumer Behaviour	4	75	25	100
206	Human Resource Management	4	75	25	100
207	Human Resource Planning & Development	4	75	25	100
208	Industrial Relations and Labour laws	4	75	25	100
209	<b>Practical &amp; Viva-Voice</b>	4	-	-	100
<b>GRAND TOTAL</b>		-	-	-	700

<b>THIRD SEMESTER</b>		<b>MARKS</b>			
<b>SUB CODE</b>	<b>Subject/Paper</b>	<b>Credit</b>	<b>Theory</b>	<b>Internal</b>	<b>Total</b>
	<b>Core subjects</b>				
301	Legislation for Health & Hospitals	4	75	25	100
302	Quality Management in Hospital & Healthcare Services	4	75	25	100
303	Health Administration	4	75	25	100
	<b>Elective subjects (Any Three)</b>				
304	Business Ethics and Management by Indian Values	4	75	25	100
305	Event Management	4	75	25	100
306	Strategic Management	4	75	25	100
307	Training and performance Management	4	75	25	100
308	Sales and Advertising Management	4	75	25	100
309	<b>Practical &amp; Viva-Voice</b>	4	-	-	100
<b>GRAND TOTAL</b>		-	-	-	700

**FOURTH SEMESTER****MARKS**

<b>SUB CODE</b>	<b>Subject/Paper</b>	<b>Credit</b>	<b>Theory</b>	<b>Internal</b>	<b>Total</b>
	<b>Core subjects</b>				
401	Entrepreneurship	4	75	25	100
402	Retail Management	4	75	25	100
403	Project & Viva-Voice	12	75	25	300
<b>GRAND TOTAL</b>		-	-	-	500

**HOSPITAL ADMINISTRATION**  
**SEMESTER 1**

**SUBJECT CODE-101**  
**MANAGEMENT CONCEPTS AND PROCESS**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	Concepts, Nature, Scope, Significance, Functions and Principles of Management, Historical Evolution of Management, School of Management Thoughts.
<b>UNIT-2</b>	Planning- <ul style="list-style-type: none"> <li>● Concepts, Components, and Steps involved in Planning Process</li> <li>● Advantages, and Limitations of Planning</li> </ul>
<b>UNIT-3</b>	Organizing – <ul style="list-style-type: none"> <li>● Principles and Process of Organizing</li> <li>● Organization Structures</li> <li>● Line-staff Relations</li> <li>● Delegation and Decentralization</li> <li>● Staffing</li> </ul>
<b>UNIT-4</b>	Directing - <ul style="list-style-type: none"> <li>● Principles of Directing</li> <li>● Motivation Concept</li> <li>● Theories of Motivation</li> </ul> Coordination - <ul style="list-style-type: none"> <li>● Nature, Need, Types</li> <li>● Methods of Coordination.</li> </ul>
<b>UNIT-5</b>	Control - <ul style="list-style-type: none"> <li>● Concept and Process of Control</li> <li>● Importance of Controlling</li> <li>● Principles of Controlling</li> <li>● Types of Controls</li> <li>● Elements of an effective Control System</li> <li>● Limitation of Control</li> </ul>

#### **SUGGESTED READINGS::**

- **Agrawal, R.D. Organization and Management- TMH, New Delhi**
- Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
- Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.
- Peter F. Drucker, **The Practice of Management**, Allied Publishers.
- Massie, **Essentials of Management**, AITBS, New Delhi.
- Terry and Franklin, **Principles of Management**, AITBS, New Delhi.

**SUBJECT CODE-102**  
**ORGANISATIONAL BEHAVIOUR**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	<p>Introduction -</p> <ul style="list-style-type: none"> <li>● Definition, Concept, Need for and Importance of OB.</li> <li>● Nature and Scope of OB.</li> <li>● OB Models, Key Elements of OB.</li> </ul>
<b>UNIT-2</b>	<p>Personality -</p> <ul style="list-style-type: none"> <li>● Determinants and Attributes,</li> </ul> <p>Perception -</p> <ul style="list-style-type: none"> <li>● Factors Influencing Perception, Process.</li> </ul> <p>Learning -</p> <ul style="list-style-type: none"> <li>● Concepts</li> <li>● Theories of Learning.</li> </ul> <p>Attitude -</p> <ul style="list-style-type: none"> <li>● Concepts and Types</li> <li>● Cognitive Dissonance Theory.</li> </ul>
<b>UNIT-3</b>	<p>Motivation - Concept and Theories:</p> <ul style="list-style-type: none"> <li>● Maslow's Hierarchy of needs</li> <li>● McGregor's Theory X and Y</li> <li>● Two Factor Theory of Herzberg</li> <li>● Vroom's Expectancy Theory.</li> </ul>
<b>UNIT-4</b>	<p>Group -</p> <ul style="list-style-type: none"> <li>● Defining and Classifying Group</li> <li>● Group Development, Structure</li> <li>● Process of Groups.</li> </ul> <p>Teams -</p> <ul style="list-style-type: none"> <li>● Types</li> <li>● Creating Effective Teams.</li> </ul>

<b>UNIT-5</b>	<ul style="list-style-type: none"> <li>• Conflicts - Meaning, Types, Conflict Process</li> </ul>
	<ul style="list-style-type: none"> <li>• Conflict Management Techniques.</li> <li>• Crisis Management: Definition, Types, Models and Communication, Importance of Crisis management.</li> </ul>

**SUGGESTED READINGS: :**

- Luthans Fred, Organizational Behaviour., New York, McGraw Hill.
- Robbins S.P., Organizational Behaviour, New Delhi, PHI.
- Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
- Davis Keith, Human Behaviour at Work, TMH, New Delhi
- Pareek Udai, Organizational Behaviour, Oxford, IBH, Mumbai
- Hersey Paul and Blanchard, Management of Organizational Behaviour, Prentice Hall of India, New Delhi.
- Uma Shekharan, Organization Behaviour, TMH, New Delhi.
- Dwivedi, R.S. Human Relations and Organizational Behaviour, Galgotia, New Delhi.

**SUBJECT CODE-103**

**MANAGERIAL COMMUNICATION**

Maximum Marks – 75

Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	Business Communication - <ul style="list-style-type: none"><li>● Concept, Nature, Process, Objectives</li><li>● Role and Importance of Communication</li><li>● Principles of Effective Communication</li><li>● Barriers to Communication</li></ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"><li>● Channels and Types of Communication</li><li>● Seven Cs of Communication</li></ul>
<b>UNIT-3</b>	<ul style="list-style-type: none"><li>● Meaning and Purpose &amp; Creation of Agenda</li><li>● Business Circulars, Office Memos,</li><li>● Sales Letter, Cover Letter, Proposals</li><li>● Business Reports – Importance &amp; Essential</li></ul>
<b>UNIT-4</b>	Speaking Skills, Making Presentation - <ul style="list-style-type: none"><li>● Oral and PowerPoint</li><li>● Group Discussion, Interviews, Participation in Conferences, Meetings.</li></ul>
<b>UNIT-5</b>	Meaning and Importance of Business Etiquette, Ethics and Values of Communication, Communication Network of the Organization.

**SUGGESTED READINGS: :**

- Business Communication concepts and skills T. N Chhabra. Sun India
- Raman, Meenakshi and Prakash Singh. 2006. Business communication. New Delhi: Oxford University Press.
- Ober Scot. 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra
- Bell A. H. and Dayle Smith 1999 Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
- Bovee Courtland, L.2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.
- Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata McGraw Hill.
- Taylor, Shirley, Communication for Business: A Practical Approach, Addison-Wesley Longman Ltd, 1991
- Rajendra Pal and J.S.Korlahalli- Essentials of Business Communication, Sultan Chand & Sons, New Delhi
- R.C.Sharma & Krishna Mohan- Business Correspondence & Report Writing. TMH New Delhi.

**SUBJECT CODE-104**

**INFORMATION TECHNOLOGY FOR HOSPITAL ADMINISTRATORS**

Maximum Marks – 75

Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	Introduction to Computers - <ul style="list-style-type: none"><li>● Hardware, Software, System Software, Application Software and Packages</li><li>● Introduction to Embedded Software</li></ul>
<b>UNIT-2</b>	Fundamentals of Operating System - <ul style="list-style-type: none"><li>● MS-Windows, Unix/ Linux</li><li>● Introduction to Emerging Communication Technologies</li><li>● Introduction to Big Data -Cloud Computing</li></ul>
<b>UNIT-3</b>	Commonly used Software Packages - <ul style="list-style-type: none"><li>● Microsoft Word</li><li>● Microsoft Excel</li><li>● Microsoft PowerPoint</li></ul>
<b>UNIT-4</b>	Introduction to Network - <ul style="list-style-type: none"><li>● Types of Networks- LAN, WAN and MAN</li><li>● Networking Devices</li><li>● Introduction to Electronic Commerce &amp; Electronic Business</li></ul>
<b>UNIT-5</b>	Introduction to World Wide Web- <ul style="list-style-type: none"><li>● Internet Operations- Internet Browsers and Business Websites</li><li>● Use of Search Engines and Google Applications</li><li>● Introduction to SAP, IP addresses, IP protocol, Various ERP Packages, Implementation of ERP.</li></ul>

### **SUGGESTED READINGS:**

1. Burch, John and Grudnitski Gary. **Information Systems : Theory and Practice**, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems**. Fort Worth, Dryden.
3. Eliason, A.L. **On-Line Business Computer Applications.**, Chicago, Science Research Association.
4. Estrada, Susan. **Connecting to the Internet**. Sebastopol, C A, O'Reilly.
5. John, Moss Jones, **Automating Managers : the implications of Information Technology for Managers**. London, Pinter.
6. Long, L. **Computers**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. **Computers Concepts and Uses.**, Englewood Cliffs, New Jersey, Prentice- Hall Inc.

**SUBJECT CODE - 105**  
**PRINCIPLES OF HOSPITAL ADMINISTRATION**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Role of Hospital in Health care.</li><li>• Hospital Planning &amp; Design.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Responsibilities, Roles &amp; Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator.</li><li>• Effective Hospital Management, Planning, Organizing, Directing, Controlling.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Outpatient, Inpatient and Nursing Services.</li><li>• Clinical Supportive Services, Radiology, Laboratory &amp; Pharmacy.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Administrative Services.</li><li>• Medical records</li><li>• Materials Management</li><li>• Evaluation of Health services.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Functional Hospital Organization.</li><li>• Hospital Linen and Laundry service.</li><li>• Disposal of Hospital Waste, Disaster Management.</li></ul>

**SUGGESTED READINGS:**

- Hospital Operations 1: S Parkodi
- Hospital Supportive Services: Sangeeta Natrajan
- Principles of Hospital Administration and Planning: B.M.Sakharkar , Hospital Planning & Hospital Management: Kunder

**SUBJECT CODE - 106**  
**MANAGERIAL ECONOMICS**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	<ul style="list-style-type: none"> <li>● Nature and Scope of Managerial Economics</li> <li>● Fundamental Concepts in Managerial Economics</li> <li>● Role and Responsibilities of a Managerial Economist.</li> </ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"> <li>● Law &amp; Nature of Demand</li> <li>● Demand Determinants, Demand Forecasting</li> <li>● Demand Function, Elasticity of Demand, Law of Returns.</li> </ul>
<b>UNIT-3</b>	<p>Price-output decisions under different market conditions -</p> <ul style="list-style-type: none"> <li>● Perfect and Imperfect Competition, Monopoly, Monopolistic, Competition,</li> <li>● Oligopoly, Non-Price Competition, Price Discrimination, Price Regulation</li> </ul>
<b>UNIT-4</b>	<ul style="list-style-type: none"> <li>● Balance of Payment</li> <li>● Concept and Measurement of National Income</li> <li>● Gross Domestic Savings</li> <li>● Managerial Decisions in Competitive Markets</li> </ul>
<b>UNIT-5</b>	<ul style="list-style-type: none"> <li>● Nature and Concept of Profit, Theories of Profit</li> <li>● Business Fluctuations and Trade Cycles</li> <li>● Impact of Trade Cycle on Society.</li> </ul>

#### **SUGGESTED READINGS::**

- Managerial Economics P.L Mehta Sultan Chand and sons
- Adhikary, M. **Business Economics.**, New Delhi, Excel Books.
- Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall Inc.
- Chopra, O.P., **Managerial Economics**, New Delhi, Tata McGraw Hill.
- Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
- Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
- Milgrom, P and Roberts J. **Economics, Organization and Management.** Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

**SUBJECT CODE-107**  
**ACCOUNTING FOR MANAGERS**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	<p>Introduction to Accounting -</p> <ul style="list-style-type: none"> <li>● Meaning of Accounting, GAAP</li> <li>● Accounting Concept and Convention, Double Entry System of Accounting</li> <li>● Journalizing the Transactions</li> <li>● Posting entries in Ledger Accounts and Preparation of Trial Balance.</li> </ul>
<b>UNIT-2</b>	<p>Preparation of Final Accounts -</p> <ul style="list-style-type: none"> <li>● Differentiation between Capital and Revenue Expenditure and Receipt</li> <li>● Trading Account, Profit and Loss account</li> <li>● Balance Sheet with Adjustment Entries.</li> </ul>
<b>UNIT-3</b>	<p>Accounting in different fields:</p> <ul style="list-style-type: none"> <li>● Concept of Inflation Accounting, Human Resources Accounting.</li> </ul>
<b>UNIT-4</b>	<p>Introduction to Cost Accounting:</p> <ul style="list-style-type: none"> <li>● Nature, Role, Scope, Concept of Cost Centers and Cost Units</li> <li>● Classification of Cost by Nature and Behavior</li> <li>● Essentials while establishing a Cost system.</li> </ul>
<b>UNIT-5</b>	<p>Cost – Volume – Profit Analysis:</p> <ul style="list-style-type: none"> <li>● Calculating BEP, Margin of Safety, Calculation, and Interpretation of BEP under different situations.</li> <li>● Graphical Method of Calculating BEP</li> </ul>

#### **SUGGESTED READINGS::**

- R.L. Gupta, V.K. Gupta, "**Principles of Accountancy**", Sultan Chand & Sons, 6th Edition, 1996.
- S.N. Maheshwari, "**Introduction to Accounting**", Vikas Publishing House, New Delhi: III Edition, 2001.
- S N Maheshwari, "**Cost Accounting, Theory and Problems**", Vikas Publications, New Delhi: III Edition 2000.

**HOSPITAL ADMINISTRATION  
SEMESTER 2**

**SUBJECT CODE - 201**  
**HOSPITAL PLANNING**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Planning-Concepts, Components and Steps involved in Planning process, Advantages, and Limitations of planning.</li><li>• Planning the Hospital, planning for a new hospital, Equipment planning, Operational plan.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Planning the Hospital Building, Furnishing and Equipping the Hospital.</li><li>• Purchase of Capital equipment.</li><li>• Profiles of Some well-built hospitals like Apollo, Fortis.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Organization of the Hospital.</li><li>• Organizational Structure.</li><li>• Management Structure.</li><li>• Organizational Charts.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Planning &amp; Designing Administrative Services.</li><li>• Financial Management unit.</li><li>• Hospital Information system.</li><li>• Nursing Service Administration Unit.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Management of the Hospital.</li><li>• Recruitment and Selection.</li><li>• Orientation, Training &amp; Development.</li><li>• Professional Management of Hospitals-Case Study.</li></ul>

**SUGGESTED READINGS::**

Hospital Operations 1: S Parkodi

Hospital Supportive Services: Sangeeta Natrajan

Principles of Hospital Administration and Planning: B.M.Sakharkar , Hospital Planning & Hospital Management: Kunders

**SUBJECT CODE - 202**  
**PLANNING AND DESIGNING HOSPITAL SERVICES**

Maximum Marks – 75  
 Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Planning and Designing Medical and Ancillary Services.</li> <li>• Outpatient services, Emergency services, Clinical Laboratories.</li> <li>• Radiological Services, Surgical Department.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Planning &amp; Designing Nursing Services.</li> <li>• General Nursing Unit, Pediatric Nursing Unit.</li> <li>• Intensive Care Unit.</li> <li>• Newborn Nurseries.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Planning and Designing Supportive Services.</li> <li>• Admitting Department, Medical Records Department.</li> <li>• Central sterilization and Supply department.</li> <li>• Pharmacy, Materials Management.</li> <li>• Housekeeping.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Planning &amp; Designing Public areas and Staff facilities.</li> <li>• Engineering Department, Maintenance Management.</li> <li>• Electrical system, Air conditioning, Water supply, Sanitary system.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Planning &amp; Designing Communication systems.</li> <li>• Environmental Control.</li> <li>• Solid Waste Management, Transportation.</li> <li>• Safety and Security Services.</li> <li>• Case Studies.</li> </ul>

**SUGGESTED READINGS::**

- Hospital Operations 1: S Parkodi
- Hospital Supportive Services: Sangeeta Natrajan
- Principles of Hospital Administration and Planning: B.M.Sakharkar
- Hospital Planning & Hospital Management: Kunders

**SUBJECT CODE - 203**  
**RESEARCH METHODOLOGY**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Introduction: Concept, Types of Research, Characteristics of Good Research.</li><li>• Research Process; Problem Identification, Formulation of Business Research Objectives</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Research Designs: Exploratory, Descriptive and Causal Research Designs.</li><li>• Sampling Design: Fundamentals of Sampling Design, Non-probability, and Probability Sampling.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Methods of Data Collection: Primary and Secondary Sources of Data. Survey and Observation Methods</li><li>• Questionnaire Design: Techniques and Precautions</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Interpretation Data Interpretation, Techniques of Interpretation,</li><li>• Report Writing: Steps in Writing Report, Generic Layout of a Research Report</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Summarizing the Data: Mean, Median and Mode.</li><li>• Application of Research in the Functional Areas of Management: Marketing, Production, HR, and Finance.</li></ul>

**SUGGESTED READINGS::**

- C.R.Kothari: Research Methodology, New Age International Publishers
- Cooper and Schindler: Business Research Methods, TMH
- Gupta S. P. and Gupta, M. P., Business Statistics, Sultan Chand and Sons, New Delhi, 1997.
- Naresh Kumar Malhotra: Marketing Research

**SUBJECT CODE - 204**  
**MARKETING OF HOSPITAL**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Marketing: Concept, Nature and Scope, Marketing Environment, Elements of Marketing mix for Hospitals</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Importance of Marketing to Healthcare Organizations, Challenges in Practicing Marketing in Healthcare Industry.</li> <li>• Marketing Information &amp; Research.</li> <li>• Market Segmentation, Targeting and positioning.</li> <li>• Buying Behavior of Consumer Regarding Hospital Services.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Product Decisions- Types of Products, Product Life Cycle, New Product Development Stages.</li> <li>• Pricing Objectives in Healthcare, Factors Influencing Pricing Decisions.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Sales Force in Healthcare Organizations.</li> <li>• Advertising in Healthcare Industry.</li> <li>• Sales Promotion Practices in Healthcare Organizations, Publicity Practices</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Marketing Control, Challenges in Hospital Services Marketing.</li> <li>• Non-Profit Organizations and Marketing, Concept of Medical Tourism.</li> </ul>

**SUGGESTED READINGS::**

- Philip Kotler, Marketing Management Analysis, PHI, New Delhi.
- R.S. Davar, Modern Marketing Management, Universal Book Sellers, New Delhi.
- Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.
- McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
- Ramaswamy, V.S. I, Marketing Management: Analysis, Planning: Implementation & Control, Macmillan, Chennai.
- Philip Kotler & Armstrong Jr., Principles of Marketing: PHI, New Delhi.
- Ramaswamy V.S. & Nama Kumari's Marketing Management Planning, Implementation & Control, McMillan India Ltd.

**SUBJECT CODE - 205**  
**CONSUMER BEHAVIOUR**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Introduction to Consumer Behaviour – Diversity of Consumer Behaviour, Concept and Need for studying Consumer Behaviour.</li> <li>• Consumer Research- Value and Process.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Consumer Modeling: The Economic Model, Learning Model, Psychoanalytic Model, The Sociological Model, The Howard Seth model of Buying Behavior, The Nicosia Model, The Engel -Kollat-Blackwell Model.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Consumer Decision-Making and its Process, Adoption process of innovations</li> <li>• Organizational Buying Meaning and Definition</li> <li>• Stages of Industrial Buying Process</li> <li>• Factors Influencing Industrial Buying Behavior</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Individual Determinants of Consumer Behaviour- Perception, Meaning of Perception- The Perceptual Process-Factor responsible for Perceptual, Distortion</li> <li>• Learning - Elements, Process, Learning Theories, and Measures of Consumer Learning,</li> <li>• Motivation- Consumer Motivation, Needs And goals, Characteristics, Types and System of Needs, Measurement of Motives.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Influence of Social Class –Definition, Social Stratification, Factors responsible for Social Stratification –Characteristic features of Social Classes, Social influence on Consumer Behavior.</li> <li>• Definition and Meaning of Group- Reasons for formation of Group –Types of Groups relevant to Consumer Behavior – Family Life Cycle- Friendship Group, Formal Social Clubs- Shopping, and Friends Groups- Work Group Suggested Readings Group.</li> </ul>

**SUGGESTED READINGS::**

- Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House.
- Schiff man & Kanuk, “Consumer Behavior”, Pearson Education
- 2. Laudon & Bitta: Consumer Behaviour Tata McGraw Hill
- M.R. Solomon, “Consumer Behavior”, Pearson Education

**SUBJECT CODE - 206**  
**HUMAN RESOURCE MANAGEMENT**

Maximum Marks – 75  
 Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	<ul style="list-style-type: none"> <li>● Concepts and Perspectives on Human Resource Management</li> <li>● Evolution and Philosophy of Human Resource Management</li> <li>● HR Challenges in Changing Environment</li> </ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"> <li>● Human Resource Policy and Planning</li> <li>● Job Analysis. Methods of , Job Analysis, Description</li> <li>● Job specification.</li> </ul>
<b>UNIT-3</b>	<ul style="list-style-type: none"> <li>● Recruiting and Selecting Human Resources</li> <li>● Placement and Induction.</li> </ul>
<b>UNIT-4</b>	<ul style="list-style-type: none"> <li>● Manpower Training and Development</li> <li>● Performance Appraisal and Potential Evaluation</li> <li>● Job Evaluation, Compensation management .</li> </ul>
<b>UNIT-5</b>	<ul style="list-style-type: none"> <li>● Employees Welfare</li> <li>● Industrial Relations &amp; Trade Unionism</li> <li>● Grievance Management.</li> </ul>

**SUGGESTED READINGS::**

- Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.
- Das, R.P. Management of Industrial Relations, Varanasi, MTC
- Rao, N and Das R.P. Cases in Human Resource Management, Himalaya Publishing House, Mumbai.
- De Cenzo, D.A. & Robbins S P. Human Resource Management, New York, John Wiley.
- Guy, V & Mattock J. The New International Manager, London, Kogan Page.
- Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.
- Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata McGraw Hill.
- Dwivedi, R.S. HRM in Indian Organization, New Delhi, Galgotia.

- Pareek, Udai. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.
- Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management Richard D. Irwin, Lllionis.

SUBJECT CODE - 207

## HUMAN RESOURCE PLANNING AND DEVELOPMENT

Maximum Marks – 75

Minimum Passing Marks – 30

### Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>Human Resource Planning: Strategic Planning, Basis for HRP, Meaning, Benefits, Objectives, Methods and Techniques.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>HR Demand and Supply forecasting.</li><li>Job Analysis: Meaning, Purpose, Process, Methods of Collecting Data.</li><li>Recruitment: Meaning, Modern Techniques of Recruitment.</li><li>Sources- Internet Based, Placement Agencies.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>Human Resource Development: Significance, Concept of HRD,</li><li>Features of HRD, Scope, Need,</li><li>Framework, Techniques of HRD, Functions of HRD Manager.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>Research in HRD, HRD for workers, HRD Overview in Govt. and Private systems,</li><li>HRD for Health, and HRD in Service Industries (Banking, Hospital, Event etc.)</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>Career Planning - Need, Process. Career Development Steps.</li><li>TQM Concepts, HRD and TQM, Role of Training in HRD.</li></ul>

### SUGGESTED READINGS:

- Recent Experiences in HRD, Rao, T.V., New Delhi. Oxford & IBH
- Human resource development & management 1ed, Ghosh Biswanath, Vikas Publication
- Evaluation of HRD, Pareek, Udai, Jaipur, Rawat Publications
- S.S.Khanka, Human Resource Management". S. Chand & Company Ltd.

**SUBJECT CODE - 208**  
**INDUSTRIAL RELATIONS & LABOUR LAWS**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>● Industrial Relation - Introduction, Evolution of Industrial Relation in India</li><li>● Evaluation Stages of Industrial Relation, Essentials of Modern Industrial System</li><li>● Industrial Relation in India, Conditions of Good Industrial Relation</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>● Industrial Relation Strategy, Parties to Industrial Relation,</li><li>● Grievance- Meaning, Causes of Grievance, Procedure for Settlement of Grievance, Grievance Settlement Mechanisms.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>● Industrial Disputes Act 1947.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>● Provident Fund Act 1952,</li><li>● Minimum wages Act 1948,</li><li>● Payment of wages Act 1936,</li><li>● Payment of Bonus Act, 1965.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>● Trade union Act 1926</li><li>● Factories Act 1948,</li><li>● Workmen Compensation Act 1923,</li><li>● Payment of Gratuity Act 1972.</li></ul>

**SUGGESTED READINGS::**

- Labour and Industrial laws, P.K. Padhi , Second edition , PHI.
- Human Resource Management, K.Asathappa , TMH.

**SUBJECT CODE - 209**  
**Practical & Viva-Voice**

Maximum Marks – 100  
Minimum Passing Marks – 30

<b>Practical 1</b>	<b>Business Documentation</b> <ul style="list-style-type: none"><li>• Financial Agreement, Business Report Writing, Company Bylaws, Employment Agreement, Meeting Minutes Document, Non-Disclosure Agreement, Business Plan, Transactional Document, Business Insurance, Business Compliance Document, Proposals, Company Policy, Administration Related Paper works.</li></ul>
<b>Practical 2</b>	<b>Presentations</b> <ul style="list-style-type: none"><li>• Individual Presentation, Group Presentation, Objective Specific Presentations</li></ul>
<b>Practical 3</b>	<b>Hospital Visit &amp; Hospital Operation, Lab and workshops</b>
<b>Practical 4</b>	<b>Group Discussions, Debate, Seminar</b>
<b>Practical 5</b>	<b>1 Research Paper</b>

**HOSPITAL ADMINISTRATION  
SEMESTER 3**

**SUBJECT CODE - 301**  
**LEGISLATION FOR HEALTH & HOSPITAL**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Introduction of Laws Applicable to Hospitals.</li> <li>• Introduction to Medico Legal Cases, Functioning of Hospitals and Medico – Legal Responsibilities, Medico- Legal Problems in Relation to Health Administration.</li> <li>• Provision Of Commissioning of Hospitals: Registration of Companies Act 2013 With reference to Incorporation of Hospitals as A Company, Indian Medical Council Act 1956.</li> </ul>
<b>Unit 2</b>	<p><b>General Law of Contract:</b></p> <ul style="list-style-type: none"> <li>• Essentials of A Contract, Offer and Acceptance, Capacity of Parties Free Consent, Consideration and Legality of Object, Void Argument and Contingent Contract</li> <li>• Law of Privileged Communications.</li> </ul>
<b>Unit 3</b>	<p><b>Laws Governing Medico-Legal Aspects:</b></p> <ul style="list-style-type: none"> <li>• List of Offences &amp; Professional Misconduct of Doctors as Per Medical Council of India.</li> <li>• IPC Section 52 ,80, 89, 92,93, 100, 93 ,262, 269, 278, 284,304 A, 336, 337 And 338.</li> <li>• Indian Evidence Act Section 126.</li> <li>• Law of Tort.</li> </ul>
<b>Unit 4</b>	<p><b>Laws Related to Medical Procedures:</b></p> <ul style="list-style-type: none"> <li>• Medical Termination of Pregnancy Act 1971(MTP Act)</li> <li>• Prenatal Diagnostic Techniques, Regulations &amp; Prevention of Misuse Act 1994 (PNDT Act)</li> <li>• Transplantation of Human Organ Act 1994</li> </ul>
<b>Unit 5</b>	<p><b>Laws Related to Drugs and Pharmacy:</b></p> <ul style="list-style-type: none"> <li>• Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 (Blood Bank Regulations Under Drugs and Cosmetic Rules).</li> <li>• Pharmacy Act 1948</li> <li>• Consumer Protection Act – Definition – Consumer Protection Council – Consumer Disputes Redressal Agencies – Other Salient Features – Application of Consumer. Protection Act in Hospital – Recent Judgment of Supreme Court – Implication for Health Professionals</li> </ul>

**SUGGESTED READINGS:**

- Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi
- Kuchhel, M.c, 2003, Marcentile Law; Vikas Publishing Private Ltd. New Delhi
- Pathak, Legal Aspect of Business, TMH
- Law & Ethics in Nursing & Health Care, Nelson Thron

SUBJECT CODE - 302

## QUALITY MANAGEMENT IN HOSPITAL & HEALTHCARE SERVICE

Maximum Marks – 75

Minimum Passing Marks – 30

### Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Introduction, Concept, Definition of Quality Management, Origin and Development of Quality Management, Total Quality Management (TQM) .</li><li>• Importance and Significance of TQM, Continuous Quality Improvement (CQI), Quality Circle, Quality Control, Quality Assurance.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Philosophies of Total Quality Management, Deming's Philosophy, Juran's Philosophy, Crosby, Ishikawa philosophy, Donabedian's Quality Concept,</li><li>• Cost of Poor quality,</li><li>• Pre-Requisite for the Quality Management in the Hospital</li><li>• Quality Policy &amp; Objectives</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Quality Improvement Project and Tools- Flow Chart, Process Mapping, Root Cause Analysis-Fish Bone diagram, Pareto analysis, PDCA Cycle, Control Chart, Kaizens, Just in Time (JIT), Benchmarking,</li><li>• Six Sigma and Lean Techniques, Business Process Reengineering for the Hospitals</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Medical Audit- Concept, Method and Process of Medical Audit, Medical Audit related to Diagnosis, Investigation and Treatment, Performance Evaluation.</li><li>• Measurement of Patient Satisfaction, Hospital Performance Indicators, Hospital Utilization Statistics.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Accreditation- Introduction and Concept of Hospital Accreditation, Accreditation process, Accreditation Scenario in India &amp; Abroad,</li><li>• Overview of ISO, NQAS, NABH, ISQUA, JCI Accreditation Programme.</li></ul>

### SUGGESTED READINGS::

- Dr S.K. Joshi, Quality Management in Hospitals: Jaypee Brothers
- D.C. Joshi & Mamta Joshi, Hospital Administration: Jaypee Brothers
- Anjan Prakash, Medical Audit: Jaypee Brothers
- Principles of Hospital Administration and Planning: B.M.Sakharkar
- Besterfield, Dale H (et al), Total Quality Management: Pearson Education

**SUBJECT CODE - 303**  
**HEALTH ADMINISTRATION**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Meaning &amp; Concept of Health, Disease, Care and Administration.</li> <li>• Various Levels of Prevention/Care &amp; Cure, Levels of Management.</li> <li>• Health Administration in India.</li> <li>• Organization of Health Services at Centre, State &amp; District Level.</li> <li>• General Introduction to Organization of Health Care Delivery System in India.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Factors Determining Availability and Cost of Medical Care.</li> <li>• Steps/Techniques to Reduce the Cost of Medical Care.</li> <li>• Healthcare Resource Planning and Allocation.</li> <li>• National Health Programs- Rationale, Impact.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Urban Medical Care System Including That in Metropolitan Cities.</li> <li>• Rural Medical Care.</li> <li>• Role Of State, NGO's, Private Medical Practitioners, Community in Healthcare.</li> <li>• Organization And Administration of Better Medical Care.</li> <li>• National Health Policy and National Population Policy (Latest Reviews).</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Management of Cost Benefit Analysis of Healthcare Plans and Programs.</li> <li>• Success / Failure Analysis for Various Health Plans, Programs, Schemes Etc.</li> <li>• Research for Health Plan &amp; Program Requirements.</li> <li>• Significance Of Materials Management in Healthcare.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Alternative Systems of Health Care: Ayurveda, Yoga, Naturopathy, Unani, Siddha, Sowa-Rigpa and Homoeopathy - General Introduction and Their Role in Overall Healthcare System, Yoga &amp; Its Global Relevance.</li> <li>• WHO And Other International Health Agencies.</li> <li>• Pandemic &amp; Epidemic: Concept, Management Practices.</li> <li>• Immunization, International Recommendations for Immigrant's Vaccination.</li> <li>• Quarantine And Isolation, Rehabilitation.</li> </ul>

**SUGGESTED READINGS::**

- K Park Park's Text Book of Preventive and Social Medicine.
- B.K. Mahajan Text Book of Preventive and Social Medicine.

**SUBJECT CODE - 304**  
**BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES**

Maximum Marks – 75  
 Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Meaning and Nature of Business Ethics, Need for Business Ethics, Scope of Business Ethics,</li> <li>• Business Values.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility: Meaning, Need for CSR, Benefits of CSR,</li> <li>• CSR Case Studies.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Environmental Issues; Social Issues, Labor and Related Issues, Ethical and governance Issues,</li> <li>• Social Responsibility of Business Stakeholders (Owners, Employees, Consumers, and Community)</li> <li>• Response of Indian firms towards CSR.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Management lessons from Shri Ramcharitmanas, Shrimadbhagwad Gita.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Teachings of various Religions Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism.</li> </ul>

**SUGGESTED READINGS::**

- P B Deshmukh “consciousness Development and value education, 2012 SSTC Publication.
- Peter Pratley, “ The Essence of Business Ethics”, New Delhi, Prentice Hall of India, 1997.
- S.K. Chakraborty, “Ethics in Management-Vedantic Approach”, New Delhi, Oxford India Ltd., 1999
- Swami Someswarananda, “Business Management Redefined-the Gita Way”, Mumbai, Jaico Publishing House, 2000
- Swami Jitatmananda, “Indian Ethos for Management”, Rajkot, Ramakrishna Ashrama, 1996
- S. K. Chakraborty, “Managerial Transformation by Values”, New Delhi, Sage Publication, 1990
- S. K. Chakraborty, “Management by Values”, New Delhi, Oxford University Press, 1992
- Ahmedabad Management Association (AMA), “Ancient Indian Wisdom for Self-development”, Ahmedabad, AMA, 1995

**SUBJECT CODE - 305**  
**EVENT MANAGEMENT**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Introduction to Event Management.</li> <li>• Defining an Event, Event as a Marketing Tool, Importance, and Scope of Events.</li> <li>• Diverse marketing needs addressed by events–Brand Building, focusing the Target market, Implementation of marketing plan.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Key Elements of Events, Event Infrastructure, Core Concept, and Core People, Core Talent, Core Structure.</li> <li>• Concept of Markets in Events: Revenue and Non-Revenue generating customers, Segmentation and Targeting of the markets for events.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Concept of Pricing in Events.</li> <li>• Concept of Promotion in Events: Networking Components- Print Media, Radio, Television, The internet, Cable network, Outdoor media, Direct marketing, Public Relations.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Activities in Event Management: Pre-event, During event, Post event,</li> <li>• Planning, Organizing, Staffing, Leading, and Controlling.</li> <li>• The Qualities of a good event planner</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Evaluating and Measuring Event Performance.</li> <li>• Writing Event proposals, Event proposal format, Sample Event proposal.</li> </ul>

**SUGGESTED READINGS::**

- Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- Hospitality marketing & mgt- J.M. Mrthews 1st ed.-2006-Avishkar Publisher
- Media & Communication Marketing mgt. –Rapuda-Himalaya Publishing House
- Best Practices in Modern Event Mgt.-Goldblatt-, John Viley & Sons

**SUBJECT CODE - 306**  
**STRATEGIC MANAGEMENT**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Evolution of Strategic Management and Business Policy, Concept of Strategy.</li> <li>• Strategic Decision- Making, Issues in Strategic Decision-Making.</li> <li>• Strategic Management and Elements in strategic management process.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Defining strategic Intent: Vision, Mission, Business Definition, Goals and Objectives.</li> <li>• Environmental Appraisal—Concept of environment, Components of environment (Economic, Legal, Social, Political, and Technological).</li> <li>• Environmental Scanning Techniques- ETOP and SWOT.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Corporate Level Strategies- Stability, Expansion, Retrenchment and Combination strategies.</li> <li>• Business Level Strategies-Porter’s framework of Competitive strategies, Conditions, risk and benefits of Cost leadership, Differentiation and Focus strategies.</li> <li>• Strategic Analysis and Choice-Corporate Level Analysis (GE Nine cell).</li> <li>• Industry Level Analysis, Porters’ five forces Model.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Strategy Implementation: Resource Allocation, Projects, and Procedural Issues.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Strategic Control and Operational Control.</li> <li>• Organizational Systems and Techniques of Strategic Evaluation.</li> </ul>

**SUGGESTED READINGS::**

- Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.
- Keen, Peter and Mark McDonald, The e-Process Edge, Delhi. Tata McGraw Hill.
- P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.
- V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.
- R.M. Srivastava, Corporate Strategy and Planning, Himalaya, Mumbai.
- R. Nanjundiah, Strategic Planning and Business Policy, Himalaya, Mumbai

**SUBJECT CODE – 307**  
**TRAINING & PERFORMANCE MANAGEMENT**

Maximum Marks – 75  
 Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Training and Development: Definition, Scope, Nature, and Importance.</li> <li>• Motivation, Establishing Training Objectives, Training Process.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Implementing the Training Programs: Training design, Training Methods (off the job and on the job)</li> <li>• Trainers and Training styles, Implementation of Training Program, Evaluation of Training Program.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Performance Management: Introduction to Performance Management, Nature, Scope, Importance.</li> <li>• Performance Appraisal, Meaning, need and purposes, Methods of Performance Appraisal.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Performance Appraisal Process, challenges of Performance Appraisal, Job Evaluation, Methods of Job Evaluation.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Appraisal Methods based on approaches, Ranking, Check List, Graphic Rating Scale, BARS, MBO.</li> <li>• 360-degree Feedback, Definition &amp; Uses of 360-degree feedback, Advantage and Disadvantage of 360-degree feedback.</li> </ul>

**SUGGESTED READINGS:**

- Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000.
- Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000.
- Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
- Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books
- Hartle: Transforming Performance Management Process, Kogan page.
- Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
- Herman Aguinis: Performance Management, Pearson Education

**SUBJECT CODE - 308**  
**SALES AND ADVERTISING MANAGEMENT**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Sales Management- Meaning, Significance, Functions of Sales Manager.</li><li>• Recruitment, Selection, Training and Motivation of Sales Personnel.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Sales Organization - Theory of Selling-AIDA.</li><li>• Allocation of Sales Territory, Sales Forecasting, Sales budgeting.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Definition of Advertising, Advertising objectives.</li><li>• Importance and benefits of advertising, Classification of Advertisements.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Advertising Appeals, Advertisement Copy for Print, Radio, TV, and Outdoor Media.</li><li>• Advertising Agencies: Organization Structure and Working of Advertising Agency.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Advertising Media: Newspaper, Magazine, Television, Radio &amp; Online Advertising , Social Media Advertising</li></ul>

**SUGGESTED READINGS:**

- Advertising Planning and Implementation: Sangeeta Sharma, Raghuvir Singh
- Sales and distribution Management P. K Agrawal, Manoj Kumar Pragati edition
- Charles Futrell, ABC of Selling, AITBS, New Delhi.
- Ramaswamy, Sales Management, Sterling, New Delhi.
- Bellur and Bekman, Sales Management, Himalaya, Mumbai.
- Manendra Mohan, Advertising Management, TMH, New Delhi.
- Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.
- Norris, Advertising Management, Prentice Hall of India, New Delhi.

**SUBJECT CODE - 309**  
**Practical & Viva-Voice**

Maximum Marks – 100  
Minimum Passing Marks – 30

<b>Practical 1</b>	<b>Research Paper</b> <ul style="list-style-type: none"><li>• Students must write 4 research paper (Subject will be decided by faculties).</li></ul>
<b>Practical 2</b>	<b>Presentations</b> <ul style="list-style-type: none"><li>• Individual Presentation, Group Presentation, Objective Specific Presentations</li></ul>
<b>Practical 3</b>	<b>Community development Activities/ Village &amp; Outdoor Visit/ Industrial Visit</b>
<b>Practical 4</b>	<b>Group Discussions, Debate, Seminar</b>

**HOSPITAL ADMINISTRATION**  
**SEMESTER 4**

**SUBJECT CODE-401**  
**ENTREPRENEURSHIP**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	Entrepreneurship - <ul style="list-style-type: none"><li>● Evolution, Concept, Growth</li><li>● Role Entrepreneurship in Economic Development</li><li>● Women Entrepreneurship</li><li>● Rural Entrepreneurship</li><li>● Entrepreneurial Decision Process.</li></ul>
<b>UNIT-2</b>	Entrepreneur - <ul style="list-style-type: none"><li>● Evolution of The Concept, Characteristics, Decision Process</li><li>● Functions, Need for An Entrepreneur</li><li>● Types of Entrepreneurs, Global Entrepreneurship Environment</li></ul>
<b>UNIT-3</b>	Entrepreneurial Environment - <ul style="list-style-type: none"><li>● Factors Affecting Entrepreneurship Growth</li><li>● Entrepreneur Development Process, Entrepreneurial Motivation</li></ul>
<b>UNIT-4</b>	Opportunity Identification and Selection, Formulation of Business Plans, Project Appraisal.
<b>UNIT-5</b>	Financing of Enterprise, Institutional Finance to Entrepreneurs, Institutional Support to Entrepreneurs.

**REFERENCES**

- David H. Holt Entrepreneurship: New Venture Creation, PHI
- Mary Coulter Entrepreneurship in Action, PHI
- B.K. Mohanty Fundamentals of Entrepreneurship, PHI

**SUBJECT CODE-402**  
**RETAIL MANAGEMENT**

Maximum Marks – 75  
Minimum Passing Marks – 30

**Note – Scheme of Examination**

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

<b>UNIT-1</b>	<p>Retailing - Nature, Scope, and Opportunities</p> <ul style="list-style-type: none"> <li>● Types of Retailers: Merchandise Retailer, Non-Store Retail formats</li> <li>● Service Retailing: Types of Ownership, functions of Retailers;FDI and Retailing in India.</li> </ul>
<b>UNIT-2</b>	<p>Retail Market Strategy -</p> <ul style="list-style-type: none"> <li>● Definitions, Retail Planning Process</li> <li>● Financial Strategy, Location Strategy</li> <li>● Human Resource Strategy, Retail MIS.</li> </ul>
<b>UNIT-3</b>	<p>Retail Mix Strategies -</p> <ul style="list-style-type: none"> <li>● Buying Merchandise, Pricing,</li> <li>● Retail Communication Mix, Multi-Channel Retailing.</li> </ul>
<b>UNIT-4</b>	<p>Managing the Store, Store Layout and Design, Space Planning, Merchandise Presentation Techniques, Store Ambiance, Customer Service.</p>
<b>UNIT-5</b>	<p>Rural Retailing -</p> <ul style="list-style-type: none"> <li>● Introduction, an Overview of the Indian Rural Market,</li> <li>● Role of Rural Retailing in India, Challenges in Indian Rural market</li> <li>● Rural Retail players in India, Rural Retail Strategies</li> <li>● Future of Rural Retailing.</li> </ul>

**REFERENCES:**

- Swapna Pradhan Tata McGraw Hill education
- Lamba A, 'Retail marketing', TMH
- Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education Suja Nair Himalaya Publishing House

**SUBJECT CODE-403**  
**Project & Viva-Voice**

Maximum Marks – 300  
Minimum Passing Marks – 120

The students will be required to undergo training in a reputed business organization and undertake a comprehensive study and submit a report at the end of the semester, followed by Presentation and Viva under the observation of external examiner.