



**EKLAVYA**

UNIVERSITY

ज्ञानप्राप्तये लक्ष्यसन्धानम्

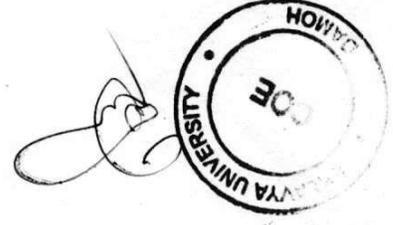
**Hospital management**  
**MBA Second Semester**  
**Syllabus**  
**School of Management**

**EKLAVYA UNIVERSITY, DAMOH (M.P.)**  
**Scheme of Examination (HOSPITAL MANAGEMENT)**  
**MBA II Semester**

[For batch admitted in Academic Session 2022-2023]

**Subject wise distribution of marks and corresponding credits**

S.No.	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Periods Per Week			Total Credits
			Theory Slot			Practical Slot				L	T	P	
			End Sem	Mid sem	Quiz/ Assignment/ Attendance	End Sem	Lab work/ sessional						
1	MHOSP22S201	Human Resource Management	60	30	10				4	0	0	4	
2	MHOSP22S202	Operation Management	60	30	10				3	1	0	4	
3	MHOSP22S203	Marketing Research	60	30	10				4	0	0	4	
4	MHOSP22S204	Organizational Behaviour	60	30	10				4	0	0	4	
5	MHOSP22S205	Marketing Management	60	30	10				3	1	0	4	
6	MHOSP22S206	Computer Applications for Corporate Finance	60	10	10		20		2	0	2	4	
7	MHOSP22S207	Seminar/term Paper/Assignment/Minor Project	60	30	10				3	1	0	4	
8	MHOSP22S208	Total	420	190	70		100		23	3	6	32	



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School of Management  
 Eklavya University Damoh(M.P.)

*Prof. Dr. M.K. Jain*

*Dr. M.K. Jain*

**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	MHOSP 22S201	Human Resource Management	100	4	4	0	0	4

**Course Objectives:**

The course is aimed at

- Providing the student with a comprehensive introduction to Human Resource Management (HRM) by exploring today's Human Resource (HR) environment including current trends in HRM.
- Examining the principles of employee recruitment and selection, job design and job analysis, employment law, employee compensation, training and development, and safety and health.
- Providing current and emerging managers with a deeper insight into their crucial role in the management of people and with an understanding of current best practices in the field of human resources.

**Expected Course Outcome:**

At the end of the course, the student should be able to

- Identify each of the major HRM functions and processes of strategic HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal
- Demonstrate HRM process to the organization's strategic management and decision-making process
- Analyse sources for attracting and recruiting talent and appropriate practices for job placement, training and development processes, as well as future trends for HRM globalization
- Comprehend emerging trends, opportunities and challenges in HRM

**Student Learning Outcomes (SLO):**

Student Learning Outcomes involved:

- Having a clear understanding of selection process and recruitment of employees
- Develop the grievance handling system.
- Having an ability to use the tools and techniques for training program.

Units	Contents	Periods
UNIT – I	Introduction, HR as a Factor of Competitive Advantage, Line and staff responsibility of HR Managers; Human Resource Planning, Recruitment & Selection process	12 Hours
UNIT – II	HRD- Relationship between HRM and HRD, HRD mechanisms and processes, HRD matrix; Training need analysis, Delivery Methodology, Evaluation	12 Hours
UNIT – III	Capacity Building. Performance Appraisal-methods, limitations and problems, ethics, Potential Appraisals, Compensation Management- Job evaluation, Pay band system, ESOP.	12 Hours
UNIT – IV	Job analysis, wage/ salary fixation, incentives, bonus, Fringe Benefits, Career Planning & Development, Employee Separations, Downsizing & Outplacement	12 Hours
UNIT – V	HRIS, Fundamentals of Industrial Relations and Labour Laws—Trade Union Act; Industrial dispute Act.	12 Hours

**Books Recommended:**

- M. Sharma - Personnel and Human Resource Management.
- V. P. Michael - Human Resource Management & Human Relations
- P. C. Pardeshi - Human Resource Management.
- C. B. Mamoria – Personnel Management
- R.S. Davar : Personnel Management & Industrial Relations, (Tenth Revised Edition), Vikas Publishing House Pvt. Ltd., New Delhi –14.

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**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	MHOSP2S202	Operation Management	100	4	3	1	0	4

**Course Objectives:**

The course is aimed at

- Imparting a conceptual and actionable introduction to operations management decision areas.
- Providing an understanding of how to make operations design choices.
- Developing the capability in terms of the applications of tools and techniques in analyzing and solving problems related to operations management issues.

**Course Outcome:**

At the end of the course, the student should be able to

- Adapt the key concepts and the strategic role of operations management in creating and enhancing a firm's competitive advantages.
- Identify and plan production and operations activities such as product and process design, facility location selection and layout, total quality, production planning, and inventory management.
- Assess the significance of various tools and techniques in managing operations.

**Student Learning Outcomes (SLO):**

- Having an ability to apply mathematics / business problem solving techniques in business applications.
- Having a clear understanding of the subject related concepts and of contemporary issues.
- Having design thinking capability.
- Having an ability to design a Quantitative / product / service solutions applying all the relevant standards and with realistic constraints, in different managerial contexts.

Units	Contents	Periods
UNIT - I	Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practice	12 Hours
UNIT - II	Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets.	12 Hours
UNIT - III	Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Operations Scheduling: Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services	12 Hours
UNIT - IV	Inventory Management: Deterministic demand model-EOQ- Continuous and Periodic review Inventory models; Supply chain management, Introduction and Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains	12 Hours
UNIT - V	Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP, Project Management, Quality management and Sustainable Operations Management	12 Hours

**Books Recommended:**

- Operations Management – Jay Heizer, Barry Render and Chuck Munson
- Production and operation Management- Prof. K.C.Jain, Dr. P.L. Verma and Mr. Prabhat Kartikey
- Operations Management- Nigel Slack, Alistair Brandon Janes and Robert Johnston

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**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	MHCSP22S203	Marketing Research	100	4	4	0	0	4

**Course Objectives:**

- The course is aimed at improving students' knowledge and skills in diagnosing and measuring marketing problems and data based decision making, advanced qualitative and quantitative data collection and analysis, multivariate statistical tools, and marketing intelligence in the context of marketing application. The course will use hands on experiential learning methods to impart and strengthen the required skills and knowledge.

**Course Outcome:**

At the end of the course the student should be able to

- Develop strong understanding and applying the marketing research process, appropriate methodologies and their relevance in identifying marketing problems.
- Identify options available to researchers for collecting and analyzing marketing research data including emerging technologies.
- Learn to analyse data through relevant and right multivariate statistical tools for marketing problems.
- Acquire the skills for communicating results effectively.

**Student Learning Outcomes (SLO):**

Students will be able to

- Have Sense-making Skills of creating unique insights in what is being seen or observed.
- Have an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data.
- Have an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice.
- Have design thinking capability.

Units	Contents	Periods
UNIT – I	Background to Research: Developing research proposals-Research paradigms Contributions of research to theory and practice	12 Hours
UNIT –II	Research Ethics-Literature Review: Identifying, accessing and managing sources of information and scholarly literature-Academic writing and referencing-Steps in literature review development-Argumentation.	12 Hours
UNIT – III	Qualitative Methods: The nature and types of qualitative research-Data collection methods-primary and secondary sources-Types of data analysis methods-Writing up qualitative research-Quantitative Methods: Data and Variables-The Nature of Quantitative Research-Descriptive and Influential Statistics.	12 Hours
UNIT – IV	Sampling-Designing and Coding Questionnaires-Data Entry and Screening-Hypothesis Testing-Association: Correlation Coefficients Bivariate Regression-Association-Chi-square Tests-Difference: t-tests-Difference: ANOVA-Reliability, Validity and Rigour-Reporting a Quantitative Study.	12 Hours
UNIT – V	Research Proposal: Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management Presentation and defence of proposals.	12 Hours

**Books Recommended:**

- Research Methodology : C.R.Kothari
- Research Methodology : S.P.Gupta
- Marketing Research : Green &Tull
- Marketing Research: Beri, G.C.

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**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	MHCSP22S204	<b>Organizational Behavior</b>	100	4	4	0	0	4

**Course Objectives:**

The course is aimed at

- Developing knowledge on individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understanding group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Providing the concept of organizational system, including organizational structures, culture, human resources, and change.

**Expected Course Outcome:**

At the end of the course, the student should be able to

- Analyze management issues as related to organizational behavior
- Analyse the behaviour of individuals and groups in organizations in terms of the key factors that influence organizational behaviour.
- Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
- Describe the basic design elements of organizational structure and their impact on employees.
- Assess the impact that a company's culture and change can have on its employee's behavior

**Student Learning Outcomes (SLO):**

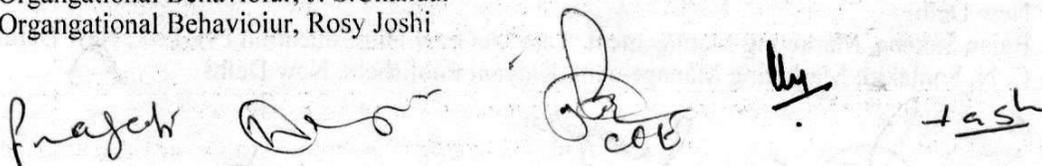
Students will be able to

- Having Sense of behavior in business organization.
- Having an ability to understand individual traits in organization.
- Having an ability to use techniques of group decision making.
- Having design thinking capability

Units	Contents	Periods
<b>UNIT – I</b>	Introduction, Foundations of individual behavior-Ability, Attitudes , Job Satisfaction, Personality, Values , Perception, Work life balance & Stress Management.	12 Hours
<b>UNIT –II</b>	<b>Motivation:</b> Basic concepts and Theories of Motivation; Basic Concepts and Theories of Leadership and their Application.	12 Hours
<b>UNIT – III</b>	Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Interpersonal and group dynamics.	12 Hours
<b>UNIT – IV</b>	Group decision making, Techniques, Work teams, Understanding organizations- Managing organizational culture, Technology and organizational design.	12 Hours
<b>UNIT – V</b>	Organizational decision making, Managing organizational conflict, power & politics and Organisational change.	12 Hours

**Books Recommended:**

- Organizational Behaviour, Stephen P. Robbins
- Organizational Behaviour, J. S. Chandar
- Organizational Behaviour, Rosy Joshi


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**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	MHO22S205	Marketing Management	100	4	3	1	0	4

**Course Objectives:**

- Facilitate the students to gain necessary skills and knowledge on marketing fundamentals. Providing the opportunities to apply the learning related to customers, product and pricing to prepare marketing plan. Enables the students to cultivate, improve the oral and written communication skills.

**Expected Course Outcome:**

- Comprehensive understanding on Marketing fundamental and concepts.
- Applying the tools of customer analysis and synthesizing with the marketing programs namely, product and pricing for the preparation of marketing plan.

**Student Learning Outcomes (SLO):**

Students will be able to

- Understand the evolution of marketing concepts.
- Understand the importance of consumer behaviour with the perspective of individual and business.
- Know the importance of Segmentation, Targeting and Positioning of products.
- Comprehend the relevance of developing and managing products and brands.
- Equip students with frameworks, techniques and latest thinking on assessing and formulating pricing strategies.

Units	Contents	Periods
UNIT – I	Introduction to Marketing Management, The marketing concepts, Features of integrated marketing concept, Recent trends in marketing, Marketing Management, Function of marketing management	12 Hours
UNIT –II	Analysing Marketing Environment and Competition- Consumer Behaviour, Integrated marketing communication, Determining Promotional Mix, Advertising, Sales Promotion, Personal selling.	12 Hours
UNIT – III	Market Segmentation- Bases of Market Segmentation, Benefits, Requisites, marketing mix, Target Marketing- Positioning for Competitive Advantage, Marketing Environment, Marketing Organisation.	12 Hours
UNIT – IV	Product/ Service, Product Classification, Branding- Product Life Cycle, Competitive Strategies, Product Mix Pricing Decision: Objectives and Significance of Pricing, Factors affecting pricing decision, Pricing Approaches, Price Discrimination, Branding, Packaging and Labeling	12 Hours
UNIT – V	New Product Development and Product Extension Strategies- Pricing- Place- Promotion Decisions; Strategic Marketing planning process: Competitor analysis, marketing strategies, Marketing planning process.	12 Hours

**Books Recommended:**

- Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
- Stanton, William J. Fundamentals of Marketing, New York, McGrawHill.
- Rama swamy, V.S. and Nama kumari, S. Marketing: Planning Control, Macmillan India Limited, New Delhi
- Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi
- C. N. Sontakki, Marketing Management, Kalyani Publishers, New Delhi

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**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					I	T	P	C
6.	MHOS225206	Computer Applications for Business	100	4	2	0	2	4

**Course Objectives:**

- To have a better understanding and awareness of the societal impact of technology, the physical features and functions of a computer operating system, computer troubleshooting and maintenance.
- To garner technology related vocabulary and terminology including copyright law and plagiarism.
- To utilize Microsoft programs among other software programs.
- To display proper and ergonomically correct keyboarding technique, efficiently navigate and conduct safe website searches on the World Wide Web and more
- To create awareness in upcoming managers of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

**Expected Course Outcome:**

- Comprehensive understanding on computer fundamental and applications.
- Applying the computer applications in business planning

**Student Learning Outcomes (SLO):**

Students will be able to

- Understand the Microsoft office
- Understand the importance of computer applications in managerial decision making
- Know the importance of online communication in business

Units	Contents	Periods
UNIT – I	Basic features of Computer Systems and their Applications in Managerial Decision Making, Generations of computer and computer languages, personal computer and business, MIS, ERP.	12 Hours
UNIT –II	MS Office- Applications MS Excel: Graphs and Charts–Calculation of various financial functions–Ms Access: Tables and Queries	12 Hours
UNIT – III	MS Power Point: Introduction–Toolbar, their Icons and Commands– Navigating in Power point–Creation of slides, animation, and templates– Designing Presentations–Slide show controls	12 Hours
UNIT – IV	Making notes on Pages and Handouts–Printing Presentations– Customizing Presentations–Auto content Wizard, Introduction to spread sheets software, creation of spread sheet applications, range, formulas, graphics on spread sheets	12 Hours
UNIT – V	Computer Networks: LAN, WAN, MAN, ERP, MIS, Overview of a Network– Communication processors–Communications Media–Types of Network–Network Topologies- Network protocols–Network Architecture, concepts of E-commerce and E-business.	12 Hours

**Books Recommended:**

- P.K. Sinha, Introduction to Computers
- Alexis Leon and Mathew Leon – Introduction to Computers, published by Leon Tech World.
- Boockholdt, J.L. *Accounting Information System: Transaction Processing and Control*, Irwin Mcraw- Hill.
- Hall, J.A., *Accounting Information System*, South-Western College Publishing.
- Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.



**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	MHOSP2S207	Corporate Finance	100	4	3	1	0	4

**Course Objectives:**

- The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation.
- The course develops theoretical framework for understanding and analyzing major financial problem of modern firm in the market environment.

**Expected Course Outcome:**

- At the end of the course, the student should be able to take financial decisions in corporate business.
- Apply the concepts and computational basics in the real world financial market scenario

**Student Learning Outcomes (SLO):**

- Having a clear understanding of the corporate financial market
- Having an understanding financial decision making in corporate world

Units	Contents	Periods
UNIT - I	Introduction to Financial management: Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations, underlying the choice of form of business organization	12 Hours
UNIT - II	Time value of Money, Valuation of Stocks and Bonds: Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond's rating and yields to maturity, Discounted cash flow valuation of corporate bonds. Corporate bond's types. Bond's covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond's valuation	12 Hours
UNIT - III	Capital investment analysis: The yield curve. Spot rates and forward rates, The risk- adjusted discount rate method in capital budgeting decisions. Certainty equivalents cash flows and their use in risky project's analysis. Valuation of risky projects: sensitivity analysis, simulation, decision trees.	12 Hours
UNIT - IV	Capital structure decisions, cost of capital: Capital Structure Decisions; Instruments of Long Finance; Cost of Different sources of Raising Capital; Weighted Average Cost of Capital. Optimum Capital Structure, Valuation and Rates of Return; Methods of Capital Budgeting; Short term financing Investments.	12 Hours
UNIT - V	working capital management and finance, Management of Working Capital Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.	12 Hours

**Books Recommended:**

- Corporate Finance- Jonathan Berk and Peter DeMarzo, PearsonPublication
- Corporate Finance- David Hillier, Stephens Ross, Randolph Westerfield, Jeffrey Jaffe and Bradford Jordan
- Corporate Finance- Narender L. Ahuja, VarunDawar and RakeshArrawatia
- Corporate Fianace- Theory and Practice- AswathDamodaran

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**HOSPITAL MANAGEMENT (Second Semester)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	MHOSP22S208	<i>Seminar/term Paper/Assignment/Minor Project</i>	100	4	0	0	4	4

The Seminar & Term Paper shall be based on various practical exercises, which shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance.

Marks for Evaluation will be as follows:

S.N O	ACTIVITY	MARKS
1	<i>Presentation of topic assigned by faculty</i>	<i>20 Marks</i>
2	<i>Assignment Assigned</i>	<i>10 Marks</i>
3	<i>CV Preparation</i>	<i>10 Marks</i>
4	<i>Mock Interview</i>	<i>10 Marks</i>
5	<i>Paper Presentation in Conference/seminar</i>	<i>20 Marks</i>
6	<i>Case Competition</i>	<i>10 Marks</i>
7	<i>Mini Project-Survey Analysis</i>	<i>20 Marks</i>
<b>TOTAL</b>		<b>100 Marks</b>

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