



# Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

## MBA (HOSPITAL AND HEALTH MANAGEMENT)

### II SEMESTER (20-22)

#### MBAI201 FINANCIAL MANAGEMENT

| SUBJECT CODE | SUBJECT NAME         | TEACHING & EVALUATION SCHEME |               |                      |                         |                      |   |   |   |         |
|--------------|----------------------|------------------------------|---------------|----------------------|-------------------------|----------------------|---|---|---|---------|
|              |                      | THEORY                       |               |                      | PRACTICAL               |                      | L | T | P | CREDITS |
|              |                      | END SEM University Exam      | Two Term Exam | Teachers Assessment* | END SEM University Exam | Teachers Assessment* |   |   |   |         |
| MBAI201      | Financial Management | 60                           | 20            | 20                   | -                       | -                    | 4 | - | 4 |         |

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of this course is to understand the concept of Business Finance. It also aims at learning of financial tools and developing the skills of financial analysis and financial decisions. The emphasis will be on the concepts and application rather than derivations

#### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 24 Marks and consist of three questions, out of which student will be required to attempt any two questions. Section B will comprise of five questions, out of which student will be required to attempt any three cases / problems worth 36 marks.

#### Course Outcomes

1. Familiarized with the various sources of finance which a business house can mobilize.
2. Develop the ability to measure the risk and return of the various portfolios.
3. Implement investment decisions, the process and methods of evaluation of various investment proposals.
4. Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.

#### **COURSE CONTENT**

##### **Unit I: Introduction**

1. Introduction to financial management



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2. Objectives of financial management – profit maximization and wealth maximization
3. Interface of Financial Management with other functional areas

## Unit II: Capital Structure Decision

1. Short term and long term sources of funds and their characteristics Cost of Capital
2. Computation of cost of Equity, Debt and Preference Capital.
3. Weighted Average Cost of Capital
4. Capital Structure and its Theories.
5. Developing the Concept of Leverage in Finance
6. Computation and Inferences of Degree of Operating Leverage
7. Financial Leverage and Combined Leverage

## Unit III: Investment Decisions

1. Time Value of Money
2. Investment evaluation techniques – Net present value
3. Internal rate of return
4. Payback period
5. Discounted payback period
6. Accounting rate of return

## Unit IV: Working Capital Management

1. Factors influencing working capital requirements
2. Current asset policy and current asset finance policy
3. Determination of operating cycle and cash cycle
4. Estimation of working capital requirements of a firm

## Unit V: Dividend Decisions

1. Dividend policy – Factors affecting the dividend policy
2. Dividend policies- Stable dividend, Stable payout

## Suggested Readings

1. Khan M. Y. and Jain P. K. (2007). *Financial Management*. Tata McGraw Hill, Latest Edition.
2. Pandey I. M. (2009). *Financial Management*. Vikas Publications, Latest Edition.
3. Chandra Prasanna (2011). *Financial Management*. Tata McGraw Hill, Latest Edition.
4. Kapil (2012). *Financial Management*. Pearson Education, Latest Edition.
5. Shrivastav and Mishra (2008). *Financial Management*. Oxford University press, Latest Edition.
6. Brigham and Houston (2009). *Fundamentals of Financial Management*. Cengage Learning, Latest Edition.
7. Vanhorns and Bhandari (2008). *Fundamentals of Financial Management*. Prentice Hall, Latest Edition.
8. Kothari and Dutta (2005). *Contemporary Financial Management*. Macmillan India Ltd, Latest Edition.
9. Stephen A. Ross, Wester Field, Jordan (2008). *Fundamentals of Corporate Finance*. McGraw Hill, Latest Edition.



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## MBAI202 RESEARCH METHODOLOGY

| SUBJECT CODE | SUBJECT NAME         | TEACHING & EVALUATION SCHEME |               |                      |                         |                      |   |   |   |         |
|--------------|----------------------|------------------------------|---------------|----------------------|-------------------------|----------------------|---|---|---|---------|
|              |                      | THEORY                       |               |                      | PRACTICAL               |                      | L | T | P | CREDITS |
|              |                      | END SEM University Exam      | Two Term Exam | Teachers Assessment* | END SEM University Exam | Teachers Assessment* |   |   |   |         |
| MBAI202      | Research Methodology | 60                           | 20            | 20                   | -                       | -                    | 4 |   | - | 4       |

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objectives

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. It will equip the students with the concept and methods of Business Research.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. The course offers a systematic package into the theoretical as well as practical aspects of conducting research.
2. Demonstrate understanding of research methodology.
3. Apply the statistical concepts in business research.
4. Validate statistical statements relating to business research.



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## COURSE CONTENT

### Unit I: Business Research

1. An overview: Research process
2. Types of Research - Exploratory Research, Descriptive Research, Causal Research, Analytical Research
3. Problem formulation, Management problem v/s. Research problem
4. Approaches to Research
5. Importance of literature review
6. Business Research Design: Steps involved in a research design

### Unit II: Sampling and Data Collection

1. Sampling and sampling distribution: Meaning, Steps in Sampling process
2. Types of Sampling - Probability and Non probability Sampling Techniques
3. Data collection: Primary and Secondary data – Sources – Advantages/Disadvantages
4. Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

### Unit III: Measurement and Scaling Techniques

1. Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Criteria for good measurement
2. Attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale

### Unit IV: Statistical Tools for Data Analysis

1. Measures of central tendency - Mean, Median, Mode, Quartiles, Deciles and Percentiles
2. Measures of Dispersion: Standard Deviation – Variance – Coefficient of Variance, Skewness
3. Correlation - Karl Pearson's coefficient of Correlation, Rank Correlation
4. Regression: Method of Least Squares
5. Formulation of hypothesis
6. Testing of hypothesis
7. Type I and Type II Errors.
8. Parametric tests: Z-Test, t-test, F-test, Analysis of Variance – One-Way and Two-way
9. Non parametric tests - Chi-Square test

### Unit V: Report writing

1. Reporting Research
2. Types of reports
3. Characteristics of a research report



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### Suggested Readings

1. Malhotra Naresh K. (2008). *Marketing Research. Pearson publishers*, Latest Edition.
2. Zikmund, Babin, Carr, Griffin (2003). *Business Research Methods*. Cengage Learning, India, Latest Edition.
3. Cooper Donald R and Schindler Pamela S. (2006). *Business Research Methods*. McGraw-Hill Education, Latest Edition.
4. Anderson, Sweeney, William, Cam (2014). *Statistics for Business and Economics*. Cengage Learning, Latest Edition.
5. Krishnaswami O. R., Ranganatham M. (2011). *Methodology of Research in Social Sciences*. Himalaya Publishing House, Latest Edition.
6. Levin and Rubin (2008). *Statistics for Management*. Dorling Kindersley Pvt Ltd, Latest Edition.
7. Sekaran Uma (2003). *Research Methods for Business*. Wiley India, Latest Edition.
8. Gupta S. P. (2014). *Statistical Methods*. Sultan Chand and Sons, Latest Edition.
9. Aczel and Sounderpandian (2008). *Complete Business Statistics*. Tata-McGraw Hill, Latest Edition.
10. Kothari C. R. (2004). *Research Methodology*. VishwaPrakashan, Latest Edition.



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## MBAI204 OPERATIONS MANAGEMENT

| SUBJECT CODE | SUBJECT NAME          | TEACHING & EVALUATION SCHEME |               |                      |                         |                      |   |   |   |         |
|--------------|-----------------------|------------------------------|---------------|----------------------|-------------------------|----------------------|---|---|---|---------|
|              |                       | THEORY                       |               |                      | PRACTICAL               |                      | L | T | P | CREDITS |
|              |                       | END SEM University Exam      | Two Term Exam | Teachers Assessment* | END SEM University Exam | Teachers Assessment* |   |   |   |         |
| MBAI204      | Operations Management | 60                           | 20            | 20                   | -                       | -                    | 3 | - | 4 |         |

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objectives

- 1 The objective of this course is to help the students understand the concepts and scopes of Operation Management
- 2 To help understand various functions under Operations Management and tools, techniques and models for solving various issue.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

- To understand the role of Operations Management in business.
- Plan effective and efficient use of resources of an organization.
- Study and resolve different operational issues in manufacturing and services organisations.

## COURSE CONTENT

### **Unit I: Introduction to Production and Operations Management**

1. Overview and nature of Production / Operations and Services
2. Definition and characteristics of Production systems
3. Objectives and scope of Operations Management
4. Productivity - Definition, Factors affecting Productivity. Different inputs and productivity measures

### **Unit II: Facilities Location and Layout Planning**

1. Importance of Location decision, situations that lead to location decisions, factors influencing location decision.
2. Location Models: Factor Rating, Dimensional Analysis, Median Model, Load-Distance Model, Centre of Gravity Model, Break-Even Method, Brown and Gibson Model



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3. Layout: Definition and Objectives of Layout design, Principles of Layout Design, situations that lead to layout design
4. Product layout, process layout, fixed position and group layout
5. Materials handling concepts: Objectives and principles of Materials Handling, Factors influencing selection of Materials Handling Equipment, Materials Handling Systems

## Unit III: Resources Requirement Planning

1. Capacity Planning: Concept of Capacity and its measurement, Economies of scale and Learning Curve
2. Production Planning and Control, Aggregate Production Planning -Chase strategy, Level production strategy, Mixed strategy
3. Materials Requirement Planning

## Unit IV: Operations Scheduling

1. Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing)
2. Job shop – n – jobs on single machine, n-jobs on two/three machines (Johnson's Rule)
3. Jobs on m-machines (Graphical method – Aker's Algorithm)

## Unit V: Quality Management

1. Evolution of Quality Concept
2. TQM
3. Quality Gurus ( Juran , Crosby, Deming )
4. Statistical Process Control , Control Charts and their Applications
5. Acceptance Sampling
6. Operating Characteristics Curve and its applications,
7. Quality Circles, Six Sigma, ISO 9000 and ISO14000

## Suggested Readings

1. Chary S.N (2012). *Production and Operations Management*. McGraw Hills Education (I) Pvt. Ltd., 5<sup>th</sup> edition
2. Anil Kumar S. and Suresh N. (2009). *Operations Management*. New Age International Publishers
3. Buffa, Elwood S. and Sarin, Rakesh K. (2006). *Modern Productions. Operations Management*. John Wiley & Sons, 8th edition
4. Mahadevan B. (2015). *Operation Management: Theory and Practice*. Pearson Education, New Delhi, Latest Edition.
5. Monks Joseph G. (1987). *Operations Management*. McGraw Hill Publication, New York, Latest Edition.
6. Paneerselvam R. (2012). *Production and Operations Management*. Prentice Hall India Learning, Latest Edition.
7. Leach R., Lee J. Krajewski Lee J. and Ritzman Larry P. (2007). *Operation Management*. Pearson Education; latest edition, New Delhi, Latest Edition.



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## MBAI205 BUSINESS AND ECONOMIC ENVIRONMENT

| SUBJECT CODE | SUBJECT NAME                       | TEACHING & EVALUATION SCHEME |               |                      |                         |                      |   |   |   |         |
|--------------|------------------------------------|------------------------------|---------------|----------------------|-------------------------|----------------------|---|---|---|---------|
|              |                                    | THEORY                       |               |                      | PRACTICAL               |                      | L | T | P | CREDITS |
|              |                                    | END SEM University Exam      | Two Term Exam | Teachers Assessment* | END SEM University Exam | Teachers Assessment* |   |   |   |         |
| MBAI205      | Business and Economics Environment | 60                           | 20            | 20                   | -                       | -                    | 4 | - | - | 4       |

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objective

The course provides a broad overview of the economics of organization and business decision-making. The goal of this course is for you to develop the skills necessary to make optimal managerial decisions given different situations, environments, and information sets by applying microeconomic theory, which involves analytical work.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. To acquire a solid theoretical and applied understanding of the macro economy and its relationship to financial markets and the economic environment in which firms operate.
2. To develop a critical and sophisticated view of economic policy questions.

## COURSE CONTENT

### Unit I: Business Environment

1. Nature and Scope of Business Environment
2. Factors effecting environment of Business– Internal and External
3. Economic factors and its Components
4. Cultural factors and its impact on business
5. Social Environment and its impact on Purchasing and Consumption
6. Political Stability and its impact on the Business
7. Dimensions of International Business Environment



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## Unit II: Globalization and Indian Business Environment

1. Meaning, Implications and Phases of Globalization
2. Impact on Indian Economy across Sectors
3. Modes of entry strategies
4. India's Foreign Trade Policies – Recent Developments, Global outsourcing
5. Impact of WTO on India's foreign trade
6. India and Global Knowledge Market in Technological Environment

## Unit III: Economic Policies

1. Fiscal Policy and Tax System in India
2. Monetary Policy and Banks Reforms in India
3. Foreign Trade Policy
4. Industrial Policy of the Government and Challenges of Indian Economy

## Unit IV: International Trades

1. Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction
2. Trade Barriers and Trade Strategy
3. Free Trade vs. Protection
4. World Financial Environment: Foreign Exchange Market Mechanism
5. Exchange Rate Determination

## Unit V: Demand and Supply

1. Introduction
2. Determinants of Demand and Supply
3. Demand Function, Demand and Supply Curve
4. Law of Demand
5. Elasticity of Demand
6. Demand Forecasting
7. Markets Types– Perfect Competition, Imperfect Competition

## Suggested Readings

1. Harold Koontz, O'Donnell and Heinz Weihrich, *“Essentials of management”*, New Delhi, Tata McGraw Hill, 1992
2. Robbins and Coulter (2007). *Management. Prentice Hall of India*, Latest Edition.
3. Hillier Frederick S. and Hillier Mark S(2008). *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets*. McGraw Hill, India, Latest Edition.
4. Weihrich Heinz and Koontz Harold (2011). *Management: A Global and Entrepreneurial Perspective*. McGraw-Hill Education, New Delhi, India, Latest Edition.
5. Harold Koontz, O'Donnell and Heinz Weihrich, *“Management: A Global Perspective”*, New Delhi, Tata McGraw Hill, Xth edition, 1994.
6. Robert Krienter, *“Management”*, Houghton miffin Co, 7th edition 1994.
7. Stephen P. Robbins and Merry Coulter, *“Management”*, New Delhi, Prentice Hall of India, 2002



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## MBAI206 MANAGING HUMAN RESOURCES

| SUBJECT CODE | SUBJECT NAME             | TEACHING & EVALUATION SCHEME |               |                      |                         |                      |   |   |   |         |
|--------------|--------------------------|------------------------------|---------------|----------------------|-------------------------|----------------------|---|---|---|---------|
|              |                          | THEORY                       |               |                      | PRACTICAL               |                      | L | T | P | CREDITS |
|              |                          | END SEM University Exam      | Two Term Exam | Teachers Assessment* | END SEM University Exam | Teachers Assessment* |   |   |   |         |
| MBAI206      | Managing Human Resources | 60                           | 20            | 20                   | -                       | -                    | 4 | - | - | 4       |

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objective

The objective of the course is to guide students about various elements of Human Resource Management and make them understand the importance of employee engagement and career management.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. To explain the planning and process of HRM
2. To understand the process Performance Management
3. To enlighten them with the importance of Employee Engagement and Career Development

## COURSE CONTENT

### **Unit I: Introduction to Human Resource Management**

1. Introduction, Meaning and Significance of HRM
2. Evolution of HRM in India, ASTD Model
3. Line and Staff Aspects of HRM
4. Recent Trends Shaping HRM
5. Strategic HRM

### **Unit II: Job Analysis, Acquisition and Talent Management Process**

1. Human Resource Planning
2. Job Analysis and Job Design



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3. Recruitment and its sources, Selection Process
4. Employee Testing and Selection
5. Talent Management : Concept and Process

## Unit III: Training and Development of Human Resource

1. Training: Concept, Methods
2. Process: Need Assessment, Designing training programme, Implementing Training programme, Evaluating training programme
3. Training & Development and Competitive Advantage

## Unit IV: Strategic Pay Plans and Performance Management

1. Factors Affecting Compensation
2. Job Evaluation: Definition, Methods
3. Performance appraisal : Need, Techniques and Errors
4. Personnel Research : Concept, Need, Types, Approaches

## Unit V: Managing Employee Engagement, Careers and Labour Laws

1. Employee Engagement: Concept, Factors Affecting Employee Engagement
2. Employee Life Cycle of Career Management: Making Promotion Decisions, Managing Transfers, Managing Retirements
3. Managing Dismissals
4. Industrial Relation: Definition, Scope, Determinants of Industrial Relations :Socio-Economic, Technical and Political in changing Environment.
5. Labour Laws: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Provident Fund Act, 1952, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976

## Suggested Readings

1. Dessler Gary (2016). *Human Resource Management*. Pearsons Education Delhi, Latest Edition.
2. Aswathappa K (2017). *Human Resource Management*. McGraw Hill Publishing Company, Singapore, Latest Edition.
3. Armstrong Michael (2008). *Handbook of Human Resource Management*. Practice. Kogan Page, London, Latest Edition.
4. Storey John (2004). *Managing Human Resources: Preparing for the 21st Century*. Beacon Booms, New Delhi, Latest Edition.
5. Rao, P. S. (2000). Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games. Mumbai, Himalaya Publishing House
6. <http://assignmentpapers.blogspot.in/2011/08/personnel-research.html> (Retrieved on April 1, 2018).



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## MBAHHM203 HEALTH ADMINISTRATION

| SUBJECT CODE | SUBJECT NAME          | TEACHING & EVALUATION SCHEME |               |                      |                         |                      |   |   |   |         |
|--------------|-----------------------|------------------------------|---------------|----------------------|-------------------------|----------------------|---|---|---|---------|
|              |                       | THEORY                       |               |                      | PRACTICAL               |                      | L | T | P | CREDITS |
|              |                       | END SEM University Exam      | Two Term Exam | Teachers Assessment* | END SEM University Exam | Teachers Assessment* |   |   |   |         |
| MBAHHM203    | HEALTH ADMINISTRATION | 60                           | 20            | 20                   | -                       | -                    | 4 | - | - | 4       |

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objective

1. To enable the students to gain understanding of the fundamental aspects of health.
2. To give an understanding to the students about evolution of health.
3. To give an understanding to the students about healthcare, healthcare delivery systems, and hospitals.
4. To enable the students to learn the organization, functions and services being provided at various levels of healthcare organizations.

### Course Outcomes

1. Student will understand the basics of health, disease and healthcare related concepts.
2. Student will learn about the current status of hospitals, and the committees formed to provide necessary recommendations for the improvement of healthcare in the country.
3. Student will learn about healthcare policies, programmes and regulations in practice at national and international levels.

## COURSE CONTENT

### **Unit 1: Basic Concepts related to Health**

1. Definition and meaning of Health
2. Concept of Health, Natural History of Disease
3. Holistic approach to Health
4. Dimensions and Determinants of health
5. Concept of Well Being
6. Indicators of Health
7. Concepts of Prevention, Promotion, Curation, Rehabilitation, Palliative Care



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## Unit 2: National Health Policy

1. Historical development of healthcare system in India
2. Various committees for recommendations on healthcare;
3. Health for all by 2000 AD and Primary Healthcare
4. Role of Health education and communication
5. Overview of health policy

## Unit 3: Healthcare delivery system in India and various parts of world

1. Healthcare Delivery System in India–Primary, Secondary and Tertiary Care
2. District Health Organisation
3. Indigenous system and medical care
4. IEC and community participation
5. Health systems in developed and developing countries

## Unit 4: National Health Programs

1. National Health Programmes – NRHM, NUHM, RCH, Ayushman Bharat, Janani Suraksha Yojana Scheme, RNTCP, National AIDS Control Program, National Vector Borne Disease Control Program, Nutritional Programs, ICDS, NTCP, IDSP.

## Unit 5: International Health

1. Population demography & its medical significance
2. International Health Agencies-
  - a. World Health Organization.
  - b. World Bank.
  - c. United Nations Children's Fund.
  - d. United Nations Population Fund
  - e. United States Agency for International Development.
  - f. Centers for Disease Control and Prevention (CDC).
  - g. Population Services International.
3. National and International Health Regulations

## Suggested Readings:

1. Park K. (2019). Text Book of Preventive and Social Medicine, Banarsidas Bhanot Publishers.
2. Mahajan B.K., Gupta M.C. (2005). Text Book of Preventive and Social Medicine, Jaypee Brothers Medical Publishers (P) Ltd.