

**BHARATHIAR UNIVERSITY , COIMBATORE:641 046**  
**CENTRE FOR COLLABORATION OF INDUSTRY AND INSTITUTION (CCII)**  
**M.B.A – Hospital Management**  
**(For the CCII students admitted from the academic year 2015-16 onwards)**  
**SCHEME OF EXAMINATIONS – CBCS Pattern**

Course Title	Inst.Hrs/week	Examinations				Credits
		Dur.H	CIA	Marks	Total	
<b>SEMESTER –I</b>						
1.1. Management Principles and Practice	5	3	25	75	100	4
1.2. Organizational Behavior	4	3	25	75	100	4
1.3. Managerial Economics	4	3	25	75	100	4
1.4. Financial and Management Accounting	4	3	25	75	100	4
1.5. Business Statistics	4	3	25	75	100	4
1.6. Corporate Communication	4	3	25	75	100	4
1.7. Quality Management in Hospital Services	5	3	25	75	100	4
<b>SEMESTER –II</b>						
2.1. Operations Management	5	3	25	75	100	4
2.2. Marketing Management	4	3	25	75	100	4
2.3. Strategic Management : Indian Global Context	5	3	25	75	100	4
2.4. Human Resource Management	4	3	25	75	100	4
2.5. Quantitative Techniques	5	3	25	75	100	4
2.6. Research Methods for Management	5	3	25	75	100	4
2.7. Computer Applications in Healthcare services - Practical	2	3	40	60	100	4
<b>SEMESTER –III</b>						
3.1 Hospital Information System	5	3	25	75	100	4
3.2. Hospital Architecture Planning and Design	4	3	25	75	100	4
3.3. Bio-Science and Epidemiology	4	3	25	75	100	4
3.4. Hospital Operation – I (Patient Care Services)	4	3	25	75	100	4
3.5. Hospital Operation – II (Supportive Services)	4	3	25	75	100	4
3.6. Health Laws and Ethics	4	3	25	75	100	4
3.7. Health policy and healthcare management in India	5	3	25	75	100	4
3.8 FIELD WORK (Between 2 <sup>nd</sup> and 3 <sup>rd</sup> semester-30Days)	-	-	-	-	100	4
<b>SEMESTER – IV</b>						
<b>Elective-1 Marketing (or)*</b>	3	3	25	75	100	4
<b>Elective-2 Human Resource (or)*</b>	3	3	25	75		
<b>Elective-3 Finance*</b>	3	3	25	75		
4.1 Project Work (Project 160 Marks and Viva 40 Marks)	-	-	-	-	200	8
<b>TOTAL</b>	-	-	-	-	2500	100

**\*Students have to select any one of the proposed electives out of three provided in the field of Marketing, Human Resource and Finance**

<b>Elective 1</b>	<b>Human Resource</b>	<b>Performance management System</b>
		<b>Managing Interpersonal Effectiveness</b>
<b>Elective 2</b>	<b>Marketing</b>	<b>Services Marketing</b>
		<b>Consumer Behaviour</b>
<b>Elective 3</b>	<b>Finance</b>	<b>Security analysis and portfolio management</b>
		<b>International Financial Management</b>

## **1.1. MANAGEMENT PRINCIPLES AND PRACTICE**

### **Unit I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

### **Unit II**

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### **Unit III**

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

### **Unit IV**

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### **Unit V**

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

### **References :**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

## 1.2. ORGANISATIONAL BEHAVIOUR

### **Unit I**

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

### **Unit II**

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **Unit III**

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

### **Unit IV**

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

### **Unit V**

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

### **References :**

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

### **1.3. MANAGERIAL ECONOMICS**

**UNIT I :** Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

**UNIT II :** Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

**UNIT III :** Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

**UNIT IV:** Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

**UNIT V :** National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

#### **References :**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

## 1.4. FINANCIAL AND MANAGEMENT ACCOUNTING

### UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

### UNIT II

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

### UNIT III

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

### UNIT IV

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

### UNIT V

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

### References:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

Questions : 80% of the questions shall be problems 20% of the questions shall be theory based.

## **1.5. BUSINESS STATISTICS**

### **UNIT I**

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts in hospitals – use of differentiation for optimization of business problem- Optimization

### **UNIT II**

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate in hospitals – correlation and regression – problems related to healthcare business applications

### **UNIT III**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to healthcare.

### **UNIT IV**

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for healthcare forecasting.

### **UNIT V**

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

### **References :**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson  
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems 20% of the questions shall be theory based.

## **1.6 CORPORATE COMMUNICATION**

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

### **Suggested Readings:**

- 1.Scot Ober, Contemporary business communication, fifth edition, biztantra.
- 2.Lesiler &Flat lay, Basic Business communication. Tata Mc Graw Hill.



## **1.7 QUALITY MANAGEMENT IN HOSPITAL SERVICES**

### **UNIT-I**

#### **ASPECTS OF QUALITY**

Quality mission- policy and objectives- concepts - evolution and determinants of quality- cost of quality and economics of quality. Concept of quality improvement- quality assurance- business score card. Contribution of quality Gurus: Shewhart, Juran and Deming

### **UNIT-II**

#### **TQM**

Leading practices - ethics- role- quality assurance- quality control- patient satisfaction- patient perception of quality- service quality- translating needs into requirement- patient retention- employee motivation teams- recognition and reward- performance appraisal benefit- employee involvement

### **UNIT-III**

#### **QUALITY MANAGEMENT PROCESS-I**

Process in service organization and their control- Simple seven tools of quality control- check sheet- histogram- scatter diagram- process mapping- cause and effect diagram- pareto analysis- control chart and advanced tools of quality

#### **QUALITY MANAGEMENT PROCESS-II**

SQC- control chart for variables- X, X bar and R charts and control charts for attributes- p, Np and c charts. Acceptance sampling plan and occurrence  
Approaches to quality management- facets of quality- quality planning- quality improvement methods- kaizen

### **UNIT-IV**

#### **ACCREDITATION / CERTIFICATION**

Accreditation- nursing care standards, six sigma- JIT – NABL- NABH-introduction to ISO 2000- ISO 14000 and ISO 18000- Documentation of quality systems- quality manual- procedure manual- work instruction manual- records for ISO 2000

### **UNIT- V**

#### **EVALUATION OF QUALITY SYSTEM**

Quality audits- dicmeal audit- Benchmarking and Business Process Re engineering: Definition- methodology and design- evaluation and analysis

### **REFERENCES**

1. Total Quality Management- Bester field H. Dale, Pearson New Delhi, 2005
2. Total Quality Management-Sridhar Bhat, Himalaya House Publication, Mumbai 2002
3. Encyclopedia of total Quality Management in hospital and health care administration- Kelly, Daine L, Kovner, AnthonyR, Behauser, Duncan, Fottler, MyronD, Ford, Robert C, Heaton, Cherill P
4. Business process reengineering- Hammer,M. and Spect. 1995, ISQUA Journal

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## **2.1 OPERATIONS MANAGEMENT**

**UNIT I :** Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

**UNIT II :** Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.

Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

**UNIT III :** Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

**UNIT IV :** Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

**UNIT V :** Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

### **References :**

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems 60% of the questions shall be theory based.

## **2.2 MARKETING MANAGEMENT**

### **Unit I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business – setting up websites; Marketing Information System, Strategic marketing planning and organization.

### **Unit II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

### **Unit III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

### **Unit IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

### **Unit V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

### **References :**

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.
8. Case Studies in Marketing - R.Srinivasan - PHI.
9. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
10. Marketing Management – S.Jayachandran - TMH, 2003.

## **2.3 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT**

**Objectives :** Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

### **Unit I**

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

### **Unit II**

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

### **Unit III**

Strategy Formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multi product and multiple market organisations.

### **Unit IV**

Tools of Strategy : Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

### **Unit V**

Strategy implication & Control :

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

## **References :**

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, “Strategic Management: Formulation, Implementation and Control”, 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

## **2.4 HUMAN RESOURCE MANAGEMENT**

### **Unit I : Human Resource Function**

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

### **Unit II : Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### **Unit III : Training & Development**

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal

interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

#### **Unit IV : Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

#### **Unit V : Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

#### **References:**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

### **2.5 QUANTITATIVE TECHNIQUES**

#### **AIM**

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

#### **UNIT I**

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –Dual of linear programming problem – Economic interpretation

#### **UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

### **UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### **UNIT IV**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

### **UNIT V**

Simulation – types of simulation – Monte Carlo simulation – simulation problems.

Decision Theory – Pay off tables – decision criteria – decision trees.

### **References :**

1. Operations Research – An Introduction – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
6. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
8. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems, 20% of the questions shall be theory based.

## **2.6 .RESEARCH METHODS FOR MANAGEMENT**

### **Subject Description :**

Research Methods of Management is emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

### **Goals:**

To familiarize the students with methodology of research and its application in managerial decision making situations.

### **Objectives:**

On successful completion of the course the students should have:

Understood the scope and significance of research in business decisions. Studied and understood sampling techniques along with hypothesis testing. Understood various scaling techniques and measurement scales .

### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

### **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### **References:**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
5. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
6. Anderson etal - Assignment and Thesis writing.
7. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 20% of the questions shall be problems 80% of the questions shall be theory based.



## **2.7 COMPUTER APPLICATIONS IN HEALTHCARE SERVICES - PRACTICAL**

**Aim:** To introduce the concepts of information technology and their application in management decision making.

**Components of a Computer** - Hardware and Software – Operations Systems – Directories and File properties.

### **MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT**

**WORD** – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells.

**EXCEL** – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts.

**POWERPOINT** – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying, hiding slides

– Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

**TALLY** – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

**Practicals:** Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

### **References:**

OFFICE 2000 Complete – BPB

Windows 98 Complete – BPB

Windows 98 6 in one by Jane Calabria and Dorothy Burke –

PHI Using Microsoft Office 2000 by Ed, Bott – PHI

Enterprise Resource planning (ERP): Text and case studies by Murthy, C S V, HPH

Teach yourself SAP in 24 hours by George Anderson; Danielle Larocca - Pearson Education

### **3.1 HOSPITAL INFORMATION SYSTEM**

#### **Unit I**

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

#### **Unit II**

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

#### **Unit III**

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

#### **Unit IV**

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

#### **Unit V**

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

#### **References**

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
5. R.Srinivasan, "Strategic Management", IInd edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

### **3.2. HOSPITAL ARCHITECTURE PLANNING AND DESIGN**

#### **UNIT I**

Concept of hospitals – planning and design of hospital( building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – history of hospital development- Department and organization structure of different types of hospital.

Departmentation in Hospital

Organisation – structure – Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary service departments

#### **UNIT II**

Concept of project management – concept of project – categories of projects – projects life cycle phase – project management concepts – tools and techniques for project management.

#### **UNIT III**

Project formulation – stages – bottlenecks – feasibility report – financing arrangements – finalization of projects – implementation of schedule.

#### **UNIT IV**

Organising human resources and contracting – project manager – project manager’s authority – The project manager – roles and responsibilities of project manager project organization – accountability in project execution – contracts and tendering ,selection of contractors – team building

#### **UNIT V**

Organizing system and procedures – working of system – design of system – project work system design – work break down structure – project execution plan – project procedure manual project control system – planning scheduling and monitoring – monitoring contracts and project diary.

Project implementation stages direction – communication in a projects – coordination guidelines for effective implementation reporting in project management – project evaluation and its ob

#### **Reference:**

How to evaluate equipment and service contract - Henry Alder

Hospital Electrical Standards - Mary Ann.Kelly

Hospital facilities planning and Design - G.D.Kuders

### **3.3. BIO-SCIENCES AND EPIDEMIOLOGY**

#### **UNIT I**

##### **INTRODUCTION TO BIOMOLECULES**

A) Classification, Function and properties of Carbohydrates, Lipids, Proteins and Nuclei acid.

#### **UNIT II**

Enzymes – properties of enzymes – enzyme reaction – factors affecting enzyme reactions – enzymes cofactors inhibitions.

#### **UNIT III**

##### **INTRODUCTION TO HUMAN BODY**

Structure and Functions of Eyes, Ear, Heart, Lungs, Kidney, Brain, Reproductive organs.

#### **UNIT IV**

##### **MICROBIOLOGY & PARASITOLOGY**

A) Basic Microbiology, Culture media, Aseptic technique and methods, Staining methods.

B) Introduction to Protozoan parasites. Entamoeba histolytica, Plasmodium Vivax, Trichomonas Vaginalis, Food and water borne diseases.

#### **UNIT V**

##### **INTRODUCTION TO EPIDEMIOLOGY**

Basic concepts and methods of epidemiology, health for all and primary health care – clinical trials, immunization and isolation system, emergency epidemic management system.

#### **References:**

Biological Sciences - D.J. Taylor N.P.O

Green G.W.Stout

Principles of Internal Medicine - Harrisons Volume 2.

### **3.4. HOSPITAL OPERATION- I (PATIENT CARE SERVICES)**

#### **UNIT I**

Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital.

#### **UNIT II**

Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services

### **UNIT III**

Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine

### **UNIT IV**

Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management

### **UNIT V**

Concept of quality – Quality control – Quality assurance– TQM –Accreditation – NABL – JCAHQ – Quality manual – Medical tourism.

### **FRAME WORK FOR THE ABOVE TOPICS**

1. Definition
2. Section or types
3. Role and functions
4. Planning consideration like location, principles, shape, design, types, layout, special requirement
5. Equipment required
6. Staffing
7. Policies and procedures 8. Monitoring and Evaluation

### **References:**

Management process in Health care - S.Srinivasan  
Hospital Department Profiles - Gold Berry A.J

## **3.5 HOSPITAL OPERATION – II (SUPPORTIVE SERVICES)**

### **UNIT I**

Nutrition and dietary services – pharmacy services – Medical records services

### **UNIT II**

Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply –Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital.

### **UNIT III**

Laundry services – Housekeeping services – Energy conservation methods- cost containment measures in a hospital

#### **UNIT IV**

Transportation services – Mortuary services – Hospital security services

#### **UNIT V**

Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards

#### **FRAME WORK FOR THE ABOVE TOPICS**

1. Definition
2. Section or types
3. Role and functions
4. Planning consideration like location, principles, shape, design, types, layout, special requirement
5. Equipment required
6. Staffing
7. Policies and procedures
8. Monitoring and Evaluation

#### **References:**

Hospital and facilities planning and Design - G.D.Kunders  
Hand Book of Bio-Medical Engineering - Jacob Kline  
Clinical Engineering Principles and Practices - Webster J.G. and Albert M.Cook  
Maintenance Planning and Control - Antony Kelly  
Hospital Engineering in Developing Country - Hans Pfeiff, Veera

### **3.6. HEALTH LAWS AND ETHICS**

#### **UNIT I**

##### **CODE OF ETHICS**

Introduction – professional ethics– personal qualities of the medical professional- Negligence.

#### **UNIT II**

##### **LAWS RELATED TO MEDICAL PRACTICE**

Medical council act – Clinical trials – Disability act – legal aspects of medical records – Transplantation of human organ act – Prevention of food and adulteration act – medical termination of pregnancy act, – Birth and death registration act – Pre Natal diagnostic act – Indian mental health act.

#### **UNIT III**

##### **LAWS RELATED TO HOSPITAL ADMINISTRATION**

Companies act – law of contracts – consumer protection act

#### **UNIT IV**

##### **LAWS RELATED TO SUPPORT SERVICES**

Biomedical waste (management and handling rules) – atomic energy act – Indian electricity act – Indian boiler act – pollution control act.

#### **UNIT V**

##### **LAWS RELATED TO HOSPITAL FINANCE**

Securities and exchange board of India (SEBI)-securities contract regulation act (law relating to share transfer) –negotiable instruments act – value added act (VAT)

Scope of study of the above topics to cover definition / scope / penalties / salient feature /recent amendments affecting hospital management only for the exam evaluation.

##### **Reference:**

Elements of mercantile law - N.D.Kapoor

Bare acts relating to hospital laws - government of India publications.

### **3.7 . HEALTH POLICY AND HEALTH CARE MANAGEMENT IN INDIA**

#### **UNIT – I:INTRODUCTION TO HEALTH POLICY AND HEALTHCARE**

Healthcare – History of Hospitals – Evolution of Medicine in India – Distribution of Healthcare Services in India

#### **UNIT – II: HEALTH PLANNING AND MANAGEMENT**

Health Planning (Needs & Demands, Resources, Objectives, Targets, Goals, Plan) – Planning cycle – Management – Health Sector Planning – Five Year Plans - National Health Policy – National Population Policy – National Nutrition Policy

**UNIT – III:** Health System in India – Health Team of India - Evaluation of Health Services – Health Status and Health Problems

**UNIT – IV:** Voluntary Health Agencies in India – Indian Red Cross Society - The Kasturba Memorial Fund- Hind Kusht Nivaran Sangh - Family Planning Association Of India - Indian Council For Child Welfare - All India Women’s Conference – Tuberculosis Association Of India - Professional Bodies - Bharat Sevak Samaj - Central Social Welfare Board – International Agencies

**UNIT – V:** National Health Programmes related to Communicable Diseases – Tuberculosis, AIDS, STD, Leprosy, Vector Borne Disease Control Programme, Water Borne Disease Control Programme, Polio Eradication Programme National Health Programmes related to Non - Communicable Diseases – Cancer, Diabetes, Blindness, Iodine Deficiency Disorders Control Programme, Mental Health Programme, Integrated Child Development Services, Rheumatic

Heart Disease Alcoholism and Rehabilitation, Reproductive and Child Health, Integrated Disease Surveillance Programme – Universal Immunization Programme

**REFERENCE BOOKS:**

1. Preventive and Social Medicine, 19th Edition, K. Park, M/S Banarsidas Bhanot Publishers
2. Foundations of Community Medicine – Dhaar and Robani, Elsewier Publishers
3. Aspects of Community Health, 3rd Edition, Hattingh, Dreyer, Roos, Oxford Southern Africa
4. Principles of Community Medicine, Dr. B. Sridhar Rao, AITBS Publishers
5. Policies and Programmes of Healthcare System and Hospital Administration, DR. S.L. Goel, Deep and Deep Publications Pvt. Ltd.,

<b>SEMESTER – IV</b>
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4.1 PROJECT WORK (Project 160 marks and viva 40 marks)
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**ELECTIVE – I**

**PERFORMANCE MANAGEMENT SYSTEM**

**UNIT I** Introduction to performance management:-Definition, Aims and overview, philosophy. Role of performance management system-characteristics of an ideal performance management systemHistory objectives and standards, some examples-standards of performance.

**UNIT-II** Performance management process:- perquisites-performance Domains-performance dimensionsplanning, performance development plan. Performance Execution, performance review – Definition, scope, types, steps, structured performance review process and benefits. Performance counselling – Different phases, process and counselling interview

**UNIT –III** Performance management system and strategies:-(PMS) importance of performance management systems(PMS) its features, process, dimensions and, conceptual framework, Performance Management Theatre process of linking performance management to the strategic plan Evolution of strategic performance management (SPM)-characteristics, purpose, the process and components, advantages and disadvantages of SPM.

**UNIT-IV** Competency-based performance management system: Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, developing competency models, and Performance based compensation performance – Based career planning.



**UNIT-V** Team performance management: introduction, definition and concepts, work wheel and team performance, measuring and managing team performance, stages of team and team performance. Performance measurements through balance and HR score cards. Performance management and mentoring, performance measurement – statistical methods Control charts for measuring performance variation, attributes. Ranking and rating- Management by objectives, Behaviourally anchored rating scale, The mixed standard scale, Behaviourial observation scale , performance matrix and models- shingo prize model, EFQM, Malcolm Baldrige criteria for world class performance.

**REFERENCES:**

1. Dipak Kumar Bhattacharyya, Performance Management systems and strategies, Pearson Education , 1st Edition, New Delhi, 2011
2. Herman Aguinis, Performance Management , Pearson Education, 8th Edition , New Delhi, 2012
3. Soumendra Narain Bagchi, Performance Management , Cengage Learning, 1st Edition, New Delhi, 2010 Suri G K, Venkata Ratnam C S, Gupta N K, Performance Measurement and Management, Excel Books private ltd, New Delhi, 2004
4. Roa T V, Performance Management and appraisal systems- HR tools for Global competitiveness, Response books, 19th Edition , New Delhi, 2009.

**ELECTIVE – I**

**MANAGING INTERPERSONAL EFFECTIVENESS**

Description : Managing Interpersonal Effectiveness. This is a self and Personality development course to be integrated with exercises and experiential learning.

**UNIT I** Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

**UNIT II** Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barries - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contract, Facial expression, Kinersics, Body language, Deception, and Detecting deception.

**UNIT III** Assertive Training Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion Being assertive with oneself - cutting, rewriting, editing , enhance individual assertiveness.

**UNIT IV** Transactional Analysis Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities,

games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

**UNIT V** Counseling - Introduction - other interventions - steps ,Elements of Counseling - Counseling in organizations, , Training for Counseling. Anxiety and stress, an introduction to NLP, Emotional Intelligence.

**References :**

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA, 1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

**ELECTIVE – II**

**SERVICE MARKETING**

**UNIT 1** Introduction to Services – Characteristics of Service Marketing – Difference between Goods and Services Marketing – Concept of Service Marketing Triangle - Service Marketing Planning – Globalisation of service

**UNIT 2** Marketing Mix in Service Marketing – Service Product Design – Service Offer - Service Differentiation – Service Demand and Capacity Management – Strategy for Managing Demand – Service Pricing – Service Distribution Channel and Delivery – Service Promotion – External Communication

**UNIT 3** Physical Evidence – Servicescape – People in Service Delivery – Internal Marketing and Employee Empowerment – Service Process – Service Design and Positioning – New Service Development Types, Stages – Targeting and Segmenting – Position Strategy in Service – Consumer Behaviour in Services - Customer Relationship Management - Technology and its impact on Services

**UNIT 4** Delivery of Quality Services – GAP models of Service Quality – key factors and strategies for closing the gap – SERQUAL – SERVLOL – SERVPERF – Service Failure – Service Recovery – Service Guarantee – Complaint Management

**UNIT 5** Marketing of Banking, Insurance, I.T enabled Services, Health Services, Educational Services and Hospitality Services including Hotel, Travel, Tourism, Transport and Social Marketing.

## REFERENCE

1. Rajendra Nargunkar, service marketing, The McGraw-Hill Company.
2. Zeithamal V and Bitner M.J 1996, Service Marketing, The McGraw-Hill Company
3. S.M.Jha, Service Marketing, Himalaya Publishing House – Revised Edition 2000
4. Woodruffe H. 1997, Service Marketing, MacMillan India Ltd., New Delhi
5. Christopher Lovelock, Service Marketing, Pearson, 2010
6. Adrine Payne, Prentice Hall, Essence of Service Marketing.
7. Ravi Shankar, Excel Book (2004), Service Marketing.
8. Bhattacharjee, Jaico Books (2006), Service Marketing.

## ELECTIVE – II

### CONSUMER BEHAVIOUR

**Subject Description:** This course presents the basics of consumer behaviour Goals: To enable the students to learn the basics of consumer behaviour

**Objectives:** On successful completion of the course the students should have: Understood consumer motivation and perception Learnt consumer learning and attitude Learnt consumer decision making

**UNIT-I** Introduction - Consumer Behaviour — definition - scope of consumer behaviour — Discipline of consumer behaviour — Customer Value Satisfaction — Retention — Marketing ethics.

**UNIT –II** Consumer research — Paradigms — The process of consumer research - consumer motivation — dynamics — types — measurement of motives — consumer perception

**UNIT – III** Consumer Learning — Behavioural learning theories — Measures of consumer learning — Consumer attitude — formation — Strategies for attitude change

**UNIT – IV** Social class Consumer Behaviour — Life style Profiles of consumer classes — Cross Cultural Customers Behaviour Strategies.

**UNIT-V** Consumer Decision Making — Opinion Leadership — Dynamics — Types of consumer decision making — A Model of Consumer Decision Making

## REFERENCE BOOKS:

Leon G. Schiffman and Leslie Lazar Kanuk,

Consumer Behaviour, Prentice — Hall of India, Sixth Edition, 1998.

Paul Green Berg-Customer Relationship Management -Tata Mc Graw Hill , 2002

Barry Berman and Joel R Evans — Retail Management —

A Strategic Approach Prentice Hall of India, Tenth Edition, 2006

Gibson G Vedamani — Retail Management — Functional Principles and Practice, Jaico Publishing House, Second Edition, 2004

### **ELECTIVE – III**

#### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**OBJECTIVE :** To expose the students to the concepts of investment Risks and securities. To enable them to understand and utilize the tools available for analysis. To stress the need of portfolio management and its application.

**UNIT I** Investment \_ Meaning and process of Investment Management – Speculation Investment Avenues in India.

**UNIT II** Risk and Return – Historical and Expected return – Measurement – Risk and its measurement – Systematic and Unsystematic risk – Types – Measurement and significance of Beta.

**UNIT III** Security Valuation – Bond, Equity and preference share valuation – Yield to maturity- Bond value theorems.

**UNIT IV** Fundamental and Technical Analysis – Economy, Industry and Company analysis – Tools for technical analysis.

**UNIT V** Portfolio Selection, performance evaluation and portfolio revision Formula plans. – Capital Asset Pricing Model (CAPM)

#### **BOOKS:**

1. Kevin.s. Security Analysis and Portfolio Management, prentice hall of India
2. Prasanna Chandra, Investment analysis and portfolio management, second edition, Tata McGraw Hill
3. Punithavathy pandian, Security Analysis and portfolio management, Vikas
4. Investment Management, V.K.Bhalla

## **ELECTIVE – III**

### **INTERNATIONAL FINANCIAL MANAGEMENT**

**OBJECTIVE :** To provide a clear understanding of IFM. To emphasize on the International Monetary system. To provide knowledge on Foreign exchange and its significance in a developing economy.

**UNIT I** IFM- Nature and Scope, IFM and Domestic financial management- Balance Of payments – significance- preparation of BOP statement – Link between BOP and the economy.

**UNIT II** International Monetary System – Gold standard – IMF and World Bank Exchange Rate mechanism – factors influencing exchange rate – Purchasing power parity and Interest Rate parity theorems.

**UNIT III** Foreign Exchange Market – Transactions – Spot, Forward, Futures, Options And Swaps – Arbitrage and speculation in Foreign exchange market.- Exchange arithmetic, Spread, premium and Discount.

**UNIT IV** Foreign Exchange Exposure – managing transaction, translation and operating Exposure – Techniques for covering the foreign exchange risk - Internal and external techniques of risk.

**UNIT V** International financial market instruments – International Equities – ADR and GDR – Foreign Bond and euro-bond- Short-term and medium term instruments.

#### **BOOKS:**

1. V.Sharan, International Financial Management, 4th edition, Prentice hall of India
2. Alan .c. Shapiro, International Financial Management, PHI
3. Levi, International Finance, McGraw Hill international series.
4. Adrian Buckley, Multinational Finance, PHI