



**INSTITUTE OF MANAGEMENT STUDIES
D.A.V.V, INDORE 2023-2025**



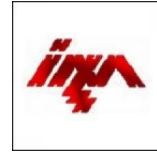
**M.B.A. (Hospital Administration) 2 YEARS
PROGRAMME CODE: MS5G**

Semester 1 CourseScheme

Code	Subject		Credit
MS5G-501	Management Principles&Practices	Compulsory	3
MS5G-503	HospitalAdministration	Compulsory	3
MS5G-505	OrganizationalBehavior	Compulsory	3
MS5G-507	IT for Business Application	Compulsory	3
MS5G-509	QuantitativeMethods	Compulsory	3
MS5G-511	Accounting for Managers	Compulsory	3
MS5G-513	BusinessEthics andManagementbyIndian Values	Compulsory	3
MS5G-515	ManagerialCommunication	Compulsory	3
MS5G-551	ComprehensiveViva	Virtual Credit	3*
TotalCredits 24+3 Virtual Credit			



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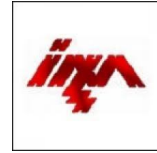


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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	MANAGEMENT PRINCIPLES AND PRACTICES	Subject Code	MS5G-501
		Total Credits	03
Subject Nature: DISCIPLINE SPECIFIC COURSE			
Course Objective:			
<ol style="list-style-type: none"> 1. To expose the student to basic concepts of management. 2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. 3. To highlight professional challenges that managers face in various organizations. 			
Learning Outcome:			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Interpolate various managerial skills, roles, functions and levels. 2. Acquire the knowledge of Management Process, theories and structure. 3. Engage in management functions: Planning, organizing, staffing, directing and controlling 4. Explore role of IT in management functioning. 			
Examinations scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which the best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case/caselet to be discussed in each Unit			
Course Contents			
UNIT –I Concept of Management	1.1 Nature and Purpose of Management 1.2 Managing: Science or Art? 1.3 The Evolution of Management Thoughts 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.6 System approach to Management Process.		
Unit-2 Planning and Strategies	2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Types, Advantages, Limitations 2.4 Objectives, Management by Objectives. 2.5 Strategies, Policies and Planning Premises 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.7 Forecasting 2.8 Decision Making, Models, Managerial decision-making process		



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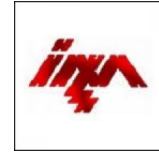


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Unit-3 Organizing	3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of Management. 3.3 Structure and Process of Organization. 3.4 Departmentation 3.5 Line and Staff Authority, Conflict 3.6 Decentralization of Authority and Methods 3.7 Delegation of Authority and Kinds 3.8 Organization Charts.
Unit- 4 Directing and Staffing	4.1 Concept, Importance and elements of Directing 4.2 Direction Process, Principles of effective direction 4.3 Definition of Staffing,an overview of Staffing Function
Unit-5 Controlling	5.1 Concept and Process of Control, Control Techniques 5.2 Human Aspects of Control, Control as a Feedback System 5.3 Profit and Loss Control, Control Through Return on Investment 5.4 Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices 5.5 The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool
Unit-6 Contemporary Management Issues and its Challenges	6.1 Cross cultural issues in management-Diversity and the new work force. 6.2 New ways of managing the workforce-Neuro managing, Globalization and its complexity 6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.
LearningResources: TextBooks: 1.1.StephenP.RobbinsandMaryCoulter,'Management',PrenticeHallofIndia 2.2.HaroldKootz,HeinzWeihrichandMarkVCannice,'Management-Aglobalperspective 3.3.P.SubbaRao,Principles ofManagement,HimalayaPublishing 4.4.Mukherjee,Principles ofManagementandOrganizationalbehavior,TataMcGrawHill 5.5.K.Aswhappa,OrganizationalBehaviour,5Ed,HimalayaPublishers,2001. 6.6.SridharanBhat ,ManagementandBehaviouralProcess,TextandCases,HimalayaPublishers 7.7. L.M.Prasad,PrinciplesandPracticeofManagement,7Ed, S.ChandPublishers,2007.	



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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(Hospital Administration) SEMESTER I			
Subject Name	Hospital Administration	Subject Code	MS5G-503
Subject Nature:			
Course Objective:			
<ul style="list-style-type: none"> To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the role through real life examples and cases in Hospitals; To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Define Hospital Administration and Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. Describe and attain various levels of skills in the Hospital Management Processes 			
Examinations scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case/caselet to be discussed in each Unit			
Course Contents			
	Content		
UNIT-I Management Concept and Theories	1.1 Hospital administration- Principles Introduction to the hospital field. 1.2 Definitions-- Hospital and Medical Care, types, control. 1.3 Functions-- Medical Care, Prevention, Professional Education and Research. Role of Hospital in Health spectrum. 1.4 Hospital of India-to-day. Classification & Accreditation, Number type; size, distribution; ownership; utilization; ratios; trends; problems 1.5 Trends of Hospital Administration Abroad. Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator 1.6 Organization of Hospital. The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication. 1.7 Importance of qualified vs non-qualified, Medical vs non-Medical Hospital Administrator		



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	Problems of hospital administration and their expected solutions
Unit-2 Planning	<p>2.1 Management of different Clinical, Paraclinical, and Support service departments in Hospitals</p> <p>2.2 Administration of Government (Rural, District & Municipal Hospital) v/s Private Hospitals</p> <p>2.3 Administration of teaching hospital.</p> <p>2.4 Administration of a corporate hospital.</p> <p>Administration of a voluntary & charitable hospital</p>
Unit-3 Strategies, Policies and Planning	<p>3.1 Nosocomial Infection</p> <p>3.2 Management of Medical Records Department (manual & computerized)</p> <p>3.3 Management of Hospital Information System (Manual, Online & Offline)</p> <p>2.3 Management of Biomedical Waste in Hospitals (Law & the Reality)</p>
Unit-4 Organizing	<p>4.1 Hospital utilization and its evaluation</p> <p>4.2 Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit</p> <p>4.3 Quality Management in Hospitals - Certification & Accreditation</p> <p>3.4 TQM in Hospitals</p>
Unit-5 Controlling	<p>5.1 Public Relations in Hospitals</p> <p>5.2 Role of Administration in Medical & Paramedical Education and Research</p> <p>5.3 Recent trends in hospital administration.</p> <p>5.4 Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance.</p> <p>4.4 Patient Education through I. T.</p>
Unit-6 Decision Making	<p>6.1 Hospital hazards</p> <p>6.2 Disaster Management Programs and Disaster Preparedness</p> <p>6.3 Telemedicine</p> <p>6.4 Medical Tourism</p> <p>6.5 Health Insurance and TPA</p>



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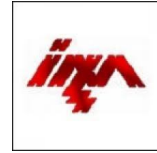
Learning Resources:

Text Books:

- 7.1 B.M.Sakharkar, Principles of Hospital Administration and Planning,
- 7.2 Kunders Hospital planning & hospital Management



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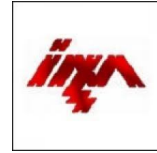


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M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	MS5G-505
		Total Credits	03
Subject Nature: Generic			
Course Objective: Objective of this course is to help students to understand Human Behavior in organizations at cross-cultural level so that they improve their managerial effectiveness.			
Learning Outcome: At the end of the course learners will be able to; 1. Demonstrate an understanding of key terms, theories/concepts and practices within the field of OB. 2. Demonstrate competence in development and problem solving in the area of management. 3. Analyze the key issues related to administering the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others. 4. Know the meaning of terminology and tools used in managing employees effectively.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case/caselet to be discussed in each Unit			
Course Contents			
UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models		
Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory		
Unit-3 Motivation	3.1 Definition, concept and theories of motivation - Maslow's Hierarchy of Needs, Herzberg's Two Factor theory 3.2 ERG theory, Vroom's Expectancy theory, 3.3 Equity theory, Reinforcement theory and Behavior Modification.		
Unit-4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams		
Unit -5 Emotional Intelligence and Leadership	5.1 Nature and significance of leadership, leadership in different cultures 5.2 Leadership theories and styles, Trait theories, Behavioral theories: Ohio studies, Michigan studies and managerial grid 5.3 Contingency theories: Fiedler's model, SLT theory, LMX theory		



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	Path goal theory 5.4 Emotional Intelligence – Framework 5.5 EI Implications for an individual and managerial effectiveness.
Unit-6 Conflict Management and Negotiation	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 Functional vs Dysfunctional Conflict 6.5 Negotiation Process, Bargaining Strategies
Unit-7 Dynamics of OB (Culture, Change, and Stress Management)	7.1 Organizational Change: forces of change, resistance to change Lewin's change management model 7.2 Concept, Relationship of Culture with OB and Levels of organizational culture. Analyzing, managing and changing organizational culture, Implications for managers at national and global levels 7.3 Work stress: Understanding stress, Potential sources consequences and coping strategies
Learning Resources: Text Reading: Latest Edition 1. Stephen P. Robbins, " Organizational Behaviour: Concepts, Controversies, and Applications ", New Delhi, Prentice Hall 2. Fred Luthans, " Organizational Behaviour ", New York, McGraw Hill. 3. Bill Scott, " The Skills of Communications ", Jaico Publications, Bombay. 4. John W. Newstrom and Keith Davis, " Organizational Behaviour: Human Behaviour at Work " New Delhi, Tata McGraw Hill. Reference Books: 1. Change Management – Murthy, C.S.V. 2. How to study an Organization – Prof. Giuseppe Bonaz.	



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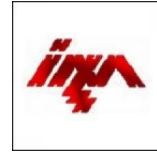


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M.B.A.(HospitalAdministration)SEMESTER I			
Subject Name	IT FOR BUSINESS APPLICATION	Subject Code	MS5G-507
		Total Credits	03
Subject Nature:			
Course Objective: The objective of this course is to help the student acquire the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.			
Learning Outcome: At the end of the course learners will be able to; 1. Apply Information Technology in business 2. Acquire practical knowledge about MS Word, MS Excel , MS Power point and application and use of Statistical test 3. Use of Management Information System (MIS) at various levels of management 4. Identify with the concepts of Blockchain and Cryptocurrency.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
UNIT –I Introduction to Computers	1.1 Hardware: Input/output devices, storage devices and memory. 1.2 Software: System and Application Software, Compilers, Interpreters and Assemblers 1.3 Languages: Levels of languages, generation and their features 1.4 Internet: Concepts & Services, Hardware and software requirements, type of Internet connections 1.5 Operating Systems WINDOWS XP: Basic Operations, utilities and features.		
Unit-2 Application Software (MS-Office)	2.1 MS Word: word basics, formatting text and documents, introduction to mail merge & macros. 2.2 MS Excel: Excel basics, rearranging worksheets, working with graphics, Using worksheet as databases, automating “what-if” projects. 2.3 MS PowerPoint : PowerPoint basics, and important features, creating presentations 2.4 MS Access: Database creation, screen/form design, report generation using wizard (Practical)		
Unit-3 E-Business Mobile and Wireless computing fundamentals	3.1 E-Business Fundamentals, E-Business framework, E-Business application 3.2 Technology Infrastructure for E-Business. 3.3 Mobile computing framework, wireless technology and switching method 3.4 Mobile information access device, mobile computing application		



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Unit- 4 Management Information systems	4.1 Introduction to Management Information systems :Types of MIS, Capabilities, Complements, CCR Framework; Role of manager with respect to IT in an organization 4.2 Elements of Business models, B2B, B2C models 4.3Type of E-payment, digital token-based e-payment 4.4smart card, credit card payment systems 4.5Risk on e-payment, Designing e-payment
Unit -5 Security Environment	5.1 Security Threats, Technology Solutions 5.2 Client-server security, data and message security 5.3 Document security, firewalls 5.4 Ethical Social and Political issues in ecommerce
Unit-6 Inter-organization Business	6.1 EDI application in business 6.2 EDI: legal, security, standardization 6.3 EDI software implementation 6.4 VANs (value added network) Internet based EDI
Unit – 7 Online Marketing Concepts	7.1 Marketing Communication 7.2 Marketing Tools 7.3 Virtual Factory, Strategies for Electronic Business, Making Money on net 7.4 Web portals and portals concepts, Search Engine Optimization
Unit – 8 Blockchain Management and Cryptocurrency	8.1 Introduction to Blockchain and Cryptocurrency 8.2 Blockchain as an Asset and a Business 8.3 Commercial, technical, and public policy fundamentals of blockchain technology, distributed ledgers, and smart contracts 8.4 Current and potential blockchain applications in the financial sector

Book Reference:

1. Ravi Kalakotta & Winston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi
3. Laudon and Traver. Ecommerce: Business Technology Society, 4th Edition 2009 Pearson Education, New Delhi
4. Schneider, E-Commerce Strategy technology and implementation, 1st edition, 2008, Cengage Learning, India
5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009
6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House.
7. Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi,
8. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009
9. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi,
10. Joseph, E-commerce, Indian Perspective, PHI, 3rd Edition, 2009
11. Chaffey, E-Business & E-Commerce Management, 3rd edition, Pearson Edu, 2008
12. Murthy C. S. V., e-Commerce, 2007, Himalaya Publishing House
13. Parag Kulkarni & P.K. Chande, IT Strategy for Business, 1st edition Oxford University Press
14. Sinha and Sinha, Computer Fundamentals, BPB Publications
15. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi
16. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi



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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	MANAGERIAL COMMUNICATION	Subject Code	MS5G-515
		Total Credits	03
Subject Nature:			
Course Objective:			
<ul style="list-style-type: none"> To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities. 			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <p>To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.</p>			
Examination Scheme:			
<p>The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			
Unit-1 Nature of Business Communication	Need, importance and purposes of communication in organizations Elements and environment of communication Models of communication Forms and networks of organizational communication Types of communication barriers and how to overcome them Listening, types of listening and effective listening Elements of effective communication		
Unit-2 Non-verbal Communication	Importance of appearance and how to use it as a tool in communication Body language and oculesics Paralanguage Proxemics Chronemics Haptics Using non-verbal tools (oral and written) to communicate effectively concomitantly		
Unit-3 Presentations, Interviews, Group Discussions and Business Meetings	Preparation of content for presentation Understanding the audience 3.3. Importance of rehearsals 3.4. Using visual aids in presentations 3.5. Handling questions 3.6. Writing a resume 3.7. Types of		



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	<p>interviews 3.8.Preparationforaninterview 3.9.Do'sanddon'tsduringaninterview 3.10.Understandingthegroupinagroupdiscussion 3.11.Do's and don'ts in a group discussion 3.12.Meetingsinbusinessanditstypes Noticeandagenda Minutesofameeting 3.15 Mannerisms, etiquettes and assertiveness in oralcommunication</p>
Unit-4 Business Writing	<p>Typesofbusiness letters Structureandformatofletters Memorandumsandcirculars 4.4.e-mails 4.5.Text messaging 4.6.Report writing Importanceofwrittencommunication Appropriate toneinbusinesswriting</p>
Unit-5 Negotiation Skills	<p>Needfornegotiation Processofnegotiation Barrierstonegotiationandhowtoovercomethem</p>
Unit-6 Issues in Communication	<p>Handlingdiversity(gender,culture,ethnicity,etc.) Toleranceandacceptanceofdiversity Emotionalintelligenceand itsimpactoncommunication Socialintelligenceanditsimpactoncommunication Ethicsincommunication.</p>
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. M.RamanandP.Singh, Business Communication,latestedition,OxfordUniversityPress,India. WilliamV.Ruch,Business Communication,MaxwellMacmillan,NewYork. 2. LaniArredono,TheMcGraw-Hill36-HourCourse: Business Presentation,McGraw-Hill,NewYork. 3. BillScott,TheSkillsofCommunication, Jaico,Bombay. 4. RonaldE.DulekandJohnS.Fielden,PrinciplesofBusiness Communication,McMillan,NewYork. 5. DalmerFisher,CommunicationinOrganizations,JaicoPublishingHouse,India. 6. M.E. Guffy, Essentials of Business Communication,ThomsonPublication. ShirleyTaylor,CommunicationforBusiness,PearsonEducation. 	



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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5G-509
		Total Credits	03
Subject Nature: Compulsory Course			
Course Objective:			
<ul style="list-style-type: none"> ● To expose the students to the different statistical tools used by managers for effective decision making through real life examples and cases 			
Learning Outcome:			
At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Interpret and Organize the data to get solutions to managerial issues. 2. Attain mathematical and statistical skills for the management processes. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case/caselet to be discussed in each Unit			
Course Contents			
UNIT-I Sets, Functions, and Progressions	1.1. Sets, Functions 1.2 Progressions – Arithmetic and Geometric Progressions		
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Adjoint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input/Output analysis.		
Unit-3 Introduction to Statistics	3.1 Introduction to Statistics: 3.2 Measurement of Central Tendency 3.3 Measurement of Variations 3.4 Skewness and Kurtosis		
Unit-4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye's Theorem, 4.4 Binomial, Poisson and Normal distributions - their characteristics and applications		
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson's and Spearman's Coefficient), 5.2 Methods of computing simple regression.		



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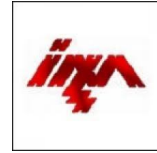


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Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk
Text Reading: Latest Editions 1. J.K.Sharma, “ Mathematics for Management and Computer Applications ”, New Delhi, Galgotia Publication, 2. S.Saha, “ Business Mathematics and Quantitative Techniques ”, Calcutta, Central Book Agency. 3. Richard I. Levin and D.S.Rubin, “ Statistics for Management ”, New Delhi: Prentice Hall of India. 4. S.P.Gupta, “ Statistical Methods ”, New Delhi, Sultan Chand and Sons. 5. D.C.Sancheti and V.K.Kapoor, “ Statistics: Theory, Methods and Applications ”, New Delhi: Sultan Chand and Sons. 6. D.N.Elhance, Veena Elhance and B.M.Aggrawal, “ Fundamentals of Statistics ”, Allahabad: Kitab Mahal	



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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(Hospital Administration) SEMESTER I			
SUBJECT NAME	ACCOUNTING FOR MANAGERS	SUBJECT CODE	MS5G-511
		TOTAL CREDITS	03
SUBJECT NATURE:			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand basic of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic of Cost Accounting and related decision criteria. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
Note: One Case/case to be discussed in each Unit			
COURSE CONTENTS			
UNIT-I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet - Concepts, Format of P & L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.		
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.		



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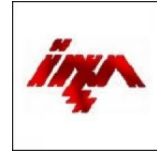


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Unit-4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.
Learning Resources: Text Books: Latest Edition of- R. L. Gupta, and V. K. Gupta, “Principles of Accountancy”, Sultan Chand & Sons. S.N. Maheshwari, “Introduction to Accounting”, Vikas Publishing House, New Delhi. S.N. Maheshwari, “Cost Accounting, Theory and Problems”, Vikas Publications, New Delhi. Reference Books: Latest Edition of- S.P. Iyengar, “Cost Accounting”, Sultan Chand & Sons. Robert N. Anthony and James S. Reece, “Accounting Principles”, A.I.T.B.S. Pub. and Distributions, New Delhi. R.P. Rastogi, “Graded Problems and Solutions in Financial Management”, Galgotia Publication, New Delhi.	



**INSTITUTE OF MANAGEMENT STUDIES
D.A.V.V, INDORE 2023-2025**



**M.B.A. (Hospital Administration) 2 YEARS
PROGRAMME CODE: MS5G**

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	MS5G-513
		Total Credits	03
Subject Nature: VALUE ADDED COURSE			
Course Objectives:			
<ul style="list-style-type: none"> ● To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. ● To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. ● To promote an understanding of Indian values and values system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course learners will be able to;			
1. Analyze nature and purpose of business ethics and differentiate from corporate social responsibility. 2. Apply various concepts of Indian ethos and apply in business situation and decision making. 3. Apply self-management at workplace			
Examinations scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case/caselet to be discussed in each Unit			
Course Contents			
UNIT-I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics-Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business		
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics		
Unit-3 Corruption and Whistleblowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistleblowing		
Unit-4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)		



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<p align="center">Unit - 5 Sources of Indian Ethos and Manage ment</p>	<p>5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata-Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopdes 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folksongs, idioms and folktales</p>
<p align="center">Unit- 6 Values for Indian Managers</p>	<p>6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management 6.4 Work Ethics & Ethics in Work 5.7 Life Goals or Purusharthas, Professionalism and Karma Yoga 6.6 Management of the Self and Workplace Spirituality.</p>
<p align="center">Unit 7 Modelso f Motivationa nd Leadership</p>	<p>7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 6.5 Guna Theory, Karma Theory and Sanskar Theory</p>
<p>Learning Resources: (latest Edition of the books and material)</p> <ol style="list-style-type: none"> 1. A. C. Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept & Cases, Cengage Learning 3. Velasquez, Business Ethics, Concepts & Cases, PHI 4. Murthy, Business Ethics, Himalaya Publishing House 5. AlGini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi 7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management- Vedantic Approach, New Delhi, Oxford India Ltd., 	