

Ch. Charan Singh University, Meerut

Master of Business Administration

(Hospital Administration)



CURRICULUM & ORDINANCE

2025-2027

Offered by

**Institute of Business Studies
Ch. Charan Singh University, Campus Meerut**

ORDINANCE AND REGULATIONS

S.no.	Titles	Details
1.	Name of Program	Master of Business Administration Hospital Administration
2.	Duration	2 Years Full time Program
3.	Scheme	Self-Finance Scheme
4.	Effective From	Session 2025-2026

1.Name of Program: MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION)

2. Duration/Type: 2-YEARS (4 SEMESTER) FULL TIME POSTGRADUATE DEGREE PROGRAM.

2.(1): Total duration of the MBAHA Program shall be 2 years, each year comprising two semesters. Each semester shall normally have teaching for 90 working days or as per UGC or CCS University guidelines.

2.(2): The maximum time allowed for complete MBA-HA program shall be 4 years, failing which he/she shall not be allowed to continue for his/her MBAHA degree.

3. Admission and Eligibility Criteria: Any graduate who has Bachelor's degree of minimum three years duration from commerce, science, business administration and arts stream can take admission in the first semester as per the admission rules prescribed by Ch. Charan Singh University campus, Meerut.

4.Cancellation of Admission:

4.(1):The admission of a student at any stage of study shall be cancelled if:

(a)He/she is not found qualified as per the regulations.

(b)He/ she indulge in creating indiscipline in the Institution or in the university.

5. Total Intake:60 seats

6.Curriculum: The entire curriculum has been divided into four semesters and shall include lectures, tutorials, practical, seminars and projects in addition to industrial training.

6.(1): In addition to theory subjects, there shall be Viva-voce, Computer Practical, Internship and On-site Training as per the syllabus of the program. Each course shall normally comprise of 3-4credits per semester and number of lectures would be as per UGC norms.

7.Attendance Criteria:

7.(1): Every student is required to attend all the lectures, tutorials, practical and other prescribed curricular and co-curricular activities in each paper individually.

7.(2): The attendance can be condoned by up to 5% on medical grounds or for the other genuine reasons beyond the control of students only by the Hon'ble Vice Chancellor on

the recommendation of the Head of the department but in such case a prior information/ permission is required.

7.(3): No student will be allowed to appear in the in any of the internal and end semester examination if he / she does not satisfy the overall attendance requirements (75%) of the university.

7.(4): The attendance shall be counted from the date of admission or the commencement of classes whichever is later.

7.(5): A student will require mandatory attendance clause to appear in Internal as well as external examination.

8. Industrial Exposure:

8.(1): Any kind of engagement/ continuous interface with the industry in order to gain requisite practical knowledge or hands on training to be groomed as a management post-graduate candidate is mandatory as per the program norms.

8.(2): Preapproved industrial exposure of final semester students may be considered for online academic activities for the purpose of attendance compensation provided their presence in the industry/ workplace during his/her engagement. Sufficient documentary proof in this regard will be submitted by such students in the institution. But continuous online interaction with subject allotted faculty and regular periodical visits to department will be mandatory to maintain academic progress related to course curriculum.

9. Medium of Instructions: Medium of instruction and examination in MBA-HA Program shall be English. However, instructions and conduct of classes may be in Hindi and English both keeping in view of new national education policy, 2020.

10. Examination:

10.(1): The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination.

10.(2): The continuous assessment shall be based on class tests, assignments/tutorials, quizzes/viva-voce and attendance (above than 75%).

10.(3): The marks for continuous assessment (sessional marks) shall be awarded at the end of the semester.

10.(4): The end semester examination shall be conducted by means of written papers, viva-voce, assignment, presentation, project work, and industrial report or by means of any combination of these methods.

10.(5): Proper record will be maintained by the concerned subject teacher as per the directives of the Institute.

10.(6): The distribution of marks for sessional, end semester theory papers, and other examinations, comprehensive viva-voce and project, shall be as per the prescribed scheme of examination.

10.(7): The maximum marks of a theory subject shall consist of marks allotted for end semester theory paper examination and sessional work in the scheme of examination.

10.(8): The minimum pass marks in each theory subject (including sessional marks) shall be 40% but 30% marks are essential in each theory paper in end semester examination. If there is no provision of sessional marks in any theory subjects, the minimum pass marks in that theory subject shall be 30% as required in end semester examination.

10.(9): The minimum pass marks in a comprehensive viva / project shall be 50%.

10.(10): A candidate, in order to pass must secure 50% marks in the aggregate of a particular academic year inclusive of both semesters of that academic year subjected to conditions as clause.

10.(11): Internal assessment, the evaluated answer scripts shall be shown to the students

at the specified time and date.

10.(12): Odd semester back paper shall be allowed with odd semester examination and even semester back paper with even semester examination.

10.(13): A student, who has failed twice in first year due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) shall not be allowed to continue his/her studies.

11. Award of Sessional Marks:

11.(1): Sessional marks for theory subjects shall be awarded as per the provisions in the schemes of examinations.

11.(2): The break-up of sessional marks shall be as follows:

S.No.	Title	Marks Allotted
(i)	Class Test (two mid-term tests of equal weightage)	20 Marks
(ii)	Teacher Assessment Tutorial/Assignment/ Quizzes/ Presentations	10 Marks

Internal / Sessional marks shall be awarded on the basis of internal tests, quizzes, class assignments, seminars, attendance etc. Out of 30 marks for internal Assessments, 20 marks shall be for two recorded internal tests and 10 marks for quizzes, class assignments, presentations and attendance (if student acquire more than 75% attendance) etc.

11.(3): Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Institution was taken. Make up test shall ordinarily be held about two weeks before the end semester examination. The syllabus for the make-up test shall be the whole syllabus covered by the subject teacher up to that time.

12.End Semester Exam

12(1): Each theory paper will be of 100 marks. At the end of the semester external examination will be conducted by the University with Max. Marks 70. The Internal / Sessional examination will carry Max. Marks 30.

12.(2): Practical Examination/viva voce examination would be conducted jointly by a panel of two examiners one external examiner appointed by the University and one internal faculty of the Institute.

Practical examination would be conducted batch wise. A batch would normally have 20 students.

12.(3): The rules and regulations for the conduct of the End-Semester University Examinations and the Practical Examinations would be the same as prescribed by the University.

12.(4) Every student has to fill examination form of the University in each semester along with required fee.

12.(5): **Without proper filling of examination form, no student shall be allowed to appear in the End –Semester examinations.**

13.Promotion Criteria:

13.(1): A student acquiring the minimum credits in the two semesters of an academic session which is equivalent to the credit of any one semester (semester having the lesser credits) may be promoted to the next year. He may appear for the papers in which he could not pass with the corresponding semesters. This arrangement provides a student the choice that after clearing the first semester he may leave the second semester and may be promoted to the third semester with the condition that he will take the admission and clear the second/ left semester within the stipulated time of the program which is four year as per university rules.

13.(2): If a student fails to acquire the minimum credits in the two semesters of an academic session shall be declared fail. In such case he will not get admission in the next academic year rather he has to clear the year as Ex-student. But in any case a student has to clear all the papers in four years.

14.Ex-studentship:

14.(1): An ex-student shall be required to appear in all the theory/practical/viva voce subjects in the end semester examinations of a semester. **However, the sessional marks shall remain the same as those secured earlier.**

15.Re-admission in the Institution: A candidate may be allowed to readmission provided he/she satisfies one of the following conditions-

15.(1): A student is not allowed for exams for not fulfilling the attendance criterion.

15.(2): A candidate did not appear in internal exams.

15.(3): A candidate has been detained by the institute and has also been permitted to take re-admission.

15.(4): A candidate as an ex-student passed the examination of the academic year.

16. Award of Division:

16.(1): The result will be declared as per CCS University norms.

16.(2): The division shall be awarded as per CCS University rules.

16.(3): Grace Marks, scrutiny and reevaluation, unfair means and all the other allied conditions will be governed by the university rules.

17. Other general rules:

17.(1): The candidate would be required to maintain strict discipline in the Institute. The Institute would be required to frame rules and regulations for keeping the discipline in the Institute, giving sufficient dispute redressal mechanism and constitute Proctorial Board of some faculty members.

17.(2): Re-evaluation/Challenge evaluation of answer books of MBA and scrutiny will be as per the university rules.

17.(3): If a candidate is found using unfair means in any paper he/she would be governed by rules of the University in the regard.

**Master of Business Administration
(Hospital Administration)
SEMESTER WISE COURSE CREDIT & MARKS DISTRIBUTION**

Year	Sem.	Course Code	Paper Title	Core Compulsory/ Elective / Value Added	Theory /Practical	Credits	MARKS
1Year	1 st Sem.	MHA-101	Principles and practices of management	Core Compulsory	Theory	4	100
		MHA-102	Human resource management	Core Compulsory	Theory	4	100
		MHA-103	Fundamentals of Anatomy, Physiology & Medical Terminology	Core Compulsory	Theory	4	100
		MHA-104	Organization behavior	Core Compulsory	Theory	4	100
		MHA-105	Computer Skills and Professional Communication	Non-Core Compulsory	Theory & Practical	4	100
		MHA-106	Practical and viva voce on Computer Skills & Professional Communication	Non-Core Compulsory	Practical	4	100
		MHA-107	OPD functioning, IPD operations, MRD management: on-site training	Core Compulsory	Practical	4	100
					TOTAL	28	700
	2 nd Sem.	MHA-201	Hospital Operations: clinical Services	Core Compulsory	Theory	4	100
		MHA-202	Hospital Planning	Core Compulsory	Theory	4	100
		MHA-203	Health Care Marketing and Public Relation	Core Compulsory	Theory	4	100
		MHA-204	Material and equipment Management	Core Compulsory	Theory	4	100
		MHA-205	Basics of Accounting and Advanced Excel	Core Compulsory	Project	4	100
		MHA-206	Practical on Basics of Accounting and Advanced Excel	Minor Open Elective	Practical	4	100
		MHA-207	CSSD & Operation Theatre Inventory Management: On-site Training	Minor Open Elective	Practical	4	100
					TOTAL	28	700
2Year	3 rd Sem.	MHA-301	Hospital Operations: Supportive Services	Core Compulsory	Theory	4	100
		MHA-302	Financial Management	Core Compulsory	Theory	4	100
		MHA-303	Hospital Insurance and Government Schemes	Core Compulsory	Theory	4	100
		MHA-304	Health Economics and wages and salary administration	Core Compulsory	Theory	4	100
		MHA-305	Hospital Information System	Core Compulsory	Theory	4	100
		MHA-306	Statistics and Research Methodology	Core Compulsory	Theory	4	100
		MHA-307	Industrial Training	Core Compulsory	Practical		100
					TOTAL	28	700
	4 th Sem.	MHA-401	Strategic Management in Health Care	Core Compulsory	Theory	4	100
		MHA-402	Regulations for Hospitals	Core Compulsory	Theory	4	100
		MHA-403	Health Care Quality Management	Core Compulsory	Theory	4	100
		MHA-404	Corporate Governance	Core Compulsory	Theory	4	100

		MHA-405	Latest Trends in Health care industry	Core Compulsory	Theory	4	100
		MHA-406	Research Project	Core Compulsory	Project	4	100
		MHA-407	Viva Voce (Based on Industrial Training)		Practical	4	100
			TOTAL			28	700

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	PRINCIPLES AND PRACTICES of MANAGEMENT	Subject Code	MHA-101
Subject Nature: DISCIPLINE SPECIFIC CORE COURSE (THEORY)			
Course Objective: To expose the students to basic concepts of management. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. To highlight professional challenges that managers face in various organization.			
Learning Outcome: At the end of the course learners will be able to; Interpolate various managerial skills, roles, functions and levels. Acquire the knowledge of Management Process, theories and structure. Engage in management functions: Planning, organizing, staffing, directing and controlling Explore role of IT in management functioning.			
Examination scheme: The faculty member will award internal marks out of 25 based on two assessments of 25 marks each of which best one will be considered. The end semester examination will be worth 75 marks having theory and cases/practical problems.			
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		
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 and Contemporary Management Issues and its Challenges	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, 5.6 The Challenges Created by IT as a Control Tool 5.7 Cross cultural issues in management-Diversity and the new work force. 5.8 New ways of managing the workforce-Neuro managing, 5.9 Globalization and its complexity 5.10 Service economy, Management communication and technology, 5.11 Knowledge management and knowledge economy.
Learning Resources: Text Books	1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India 2. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective 3. P.Subba Rao, Principles of Management, Himalaya Publishing 4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill 5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001. 6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers 7.L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MHA-102
Subject Nature: DISCIPLINE SPECIFIC CORE COURSE (THEORY)			
Course Objective: To expose the students to basic concepts of Human resource management. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. To highlight professional challenges that human resource managers face in various organization.			
Learning Outcome: At the end of the course learners will be able to; Interpolate various managerial skills, roles, functions and levels. Acquire the knowledge of Management Process, theories and structure. Engage in management functions: Planning, organizing, staffing, directing and controlling Explore role of IT in management functioning.			
Examination scheme: The faculty member will award internal marks out of 25 based on two assessments of 25 marks each of which best one will be considered. The end semester examination will be worth 75 marks having theory and cases/practical problems.			
Course Contents			
UNIT –I Introduction	1.1 Meaning, nature and scope of HRM 1.2 Evolution of HRM, 1.3 HRM functions and objective, 1.4 Difference between HRM and Personnel Management, 1.5 Human Resource Development in India, 1.6 Role of HR managers, 1.7 Manpower planning. 1.8 Training and Development 1.9 Nature and Purpose of Management 1.10 Managing: Science or Art? 1.11 The Evolution of Management Thoughts 1.12 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.13 Theories: Classical, Human relations and Contingency 1.14 System approach to Management Process.		
Unit-2 Job Analysis, Wage and Salary Administration:	2.1 Job Description, 2.2 Job specification. 2.3 Recruitment and selection, 2.4 Methods and procedures. 2.5 Job Evaluation: Definition and Goals, 2.6 Wage and Salary surveys, 2.7 Time and Rate, 2.8 Factors affecting wages, 2.9 Individual and Group Incentive plans, 2.10 Non-financial incentives and Financial Incentives, 2.11 Measuring Cost to company (CTC).		
Unit-3 Employee Performance and Benefits	3.1 Definition, 3.2 Purpose of appraisal, 3.3 Procedures and techniques including performance appraisal 3.4 Employee Benefits 3.5 Supplemented Pay benefits (Pay for time and worked) 3.6 Insurance benefit 3.7 Retirement benefits, 3.8 Employee's service benefit's		

	3.9 ESOP's 3.10. Flexible benefits and Benefit Survey's.
Unit- 4 Job Enrichment	4.1Promotion : Definition ,Purpose, Types and Principles of promotion 4.2 Significance and Challenges and possible solutions of promotion. 4.3 Transfer: Definition , Purpose, Types and Principles of Transfer 4.4 Reasons of transfer, Significance of transfer, 4.5 Challenges and possible solutions of transfer. 4.6 Separation: Definition, Purpose ,Types (lay-off, resignation, dismissal, retrenchment) and Principles of Separation. 4.7, Reasons and Significance of separation. 4.8 Challenges and possible solutions of separation. 4.9 Job enrichment, job enlargement, job rotation. 4.10 Collective bargaining & grievance handling.
Unit-5 Governing Laws	5.1 Provident Fund Act 1952, 5.2 Minimum wages Act 1948, 5.3 Payment of wages Act 1948, 5.4Payment of Bonus Act 1965.
Learning Resources: Text Books	1. Human Resource Management, Mirza, Satyadian S. McGraw Hill McGraw Hill 2. Designing and Managing Human Resource Systems, Pareek, Udai and Rao T.V. 3. Recent Experience in Human Resource Development, Rao T.V. and Pereira. 4. Performance Appraisal- Theory and Practice, Rao T.V. 5. Garry Dessler, Personnel/Human Resource Management, Prentice Hall, London 6. William B. Werther Jr. and Keith Davis, Human Resource Management, McGraw Hill, New Jersey

M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	INTRODUCTION TO ANATOMY, PHYSIOLOGY AND MEDICAL TERMINOLOGY	Subject Code	MHA-103
Subject Nature: Discipline Specific Core Course (Theory)			
Objective: 1. To acquaint the HA student with the basics of Anatomy and Physiology to assist in day today working and the working environment of hospitals. 2.To expose the students to the different terms of medical terminology so that administrator can coordinate with different department, specialists and professionals.			
Examinations: The faculty member will award marks out of a maximum of 25 marks for the internal performance of the student. The semester examination will be worth of 75 marks.			
Learning Outcomes: At the end of the course students should be able to- 1.Understand and explain different anatomical and physiological situation. 2.Describe and communicate different medical terms used in the hospital environment.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
Unit 1- Basics of Anatomy	Basics of Human Body, Body cavity, Symmetry and arrangement of Organs. Concept of Cell, Cell Structure, Types of Cell and Cell Division. Concept of Tissue, Organ and Organ System. Organ systems of the human body. Introduction to Anatomy. Different Terms used in Anatomy.		
Unit-2 Locomotion and sensation	2.1 Musculoskeletal System – Axial and Appendicular Skeleton. 2.2 Basic Anatomy of Bone, Cartilage and Muscle. 2.3 Physiology of Muscle Contraction. 2.4 General Diseases of Musculo-skeleton system, symptoms and their prevention.(Arthritis and Osteoarthritis) 2.5 Basic Anatomy of Sensory Organs-Tongue, Nose, Ear and Eye and Skin. 2.6 General Physiology of Tongue, Nose, Eye, Ear and Nose and Skin.		
Unit-3 Digestion and Respiration	3.1 Digestive System – Basic anatomy of Alimentary canal. 3.2 Physiology of Digestive system. (Including-Ingestion, Digestion, Absorption, Assimilation and egestion). 3.3 Diseases of Digestive system, their symptoms and prevention (Diarrhea, Dysentery and Constipation). 3.4 Respiratory System – Basic Anatomy of Respiratory System. 3.5 Physiology of Respiration. 3.6 Respiratory Volumes. 3.7 Respiratory Disorders, symptoms and their prevention (Asthma,T.B and Lung Cancer)		
Unit -4 Circulation and Excretion	4.1 Cardiovascular system - Basic anatomy of heart and Important blood vessels. 4.2 Physiology of Blood Vascular System. 4.3 Cardiac Cycle, Double Blood Circulation, Blood Pressure and ECG. 4.4 Cardiac Diseases, symptoms and their prevention.(Hypo and Hyper tension, Cardiac arrest) 4.5 Lymphatic System. 4.6 Excretory System-Basic anatomy of kidney and associated structures. 4.7 Physiology of Excretory system-Urine formation and Homeostasis. 4.8 Diseases of Excretory System, symptoms and their prevention(Kidney Failure). 4.9 Artificial Kidney.		
Unit 4- Reproductive system	4.1 Basic anatomy of Male and female reproductive system. 4.2 Basic physiology of Male and female reproductive organs. 4.3 Gametogenesis, Fertilization, Embryonic Development and Parturition.		

Unit 5- Neuro-Endocrine System	5.1 Human Nervous System, Brain and Spinal Cord 5.2 Physiology of Human Brain and Spinal Cord 5.3 Reflex Arc 5.4 Human Endocrine System and comparison of Endocrine and exocrine glands. 5.5 Hormones of Hypothalamus, Pituitary, Pineal, Thymus, Thyroid and Parathyroid, Adrenal, Testis and Ovary. 5.6 Endocrinal disorders, their symptoms and mode of prevention.
Unit 6-Medical Terminology	6.1 Medical Terminology: Introduction, objectives and importance. 6.2 Prefixes: Definition, study of various prefixes with examples. 6.3 Suffixes: Definition, study of various suffixes with examples. 6.4 Root or Stem words: Definition, study of various suffixes with examples. 6.5 Study of standard abbreviations. 6.6 Commonly used medical terms to define different parts of the body.
Text Reading	1. Medical Terminology: A Short Course, 7th Edition. Davi-Allen Chabners. Publisher Saunders 2. Human Anatomy & Physiology Plus Mastering a&p with Pearson EText Standalone Access Card 3. Ross and Wilson Anatomy and Physiology in health and illness, International edition- by Waugh 4. Gray's Anatomy for Students International Edition Paperback- 2014, by Drake , Elsevier Health - US

INSTITUTE OF BUSINESS STUDIES**M.B.A. (Hospital Administration) SEMESTER I**

Subject Name	Organization Behavior	Subject Code	MHA-104
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Subject Nature: DISCIPLINE SPECIFIC CORE COURSE (THEORY)**Course Objective:**

To expose the students to basic concepts of management.

To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of Organizational behavior .

To highlight professional challenges that managers face in various organization.

Learning Outcome:

At the end of the course learners will be able to;

Interpolate various managerial skills, roles, functions and levels.

Acquire the knowledge of Management Process, theories and structure.

Engage in management functions: Planning, organizing, staffing, directing and controlling

Explore role of IT in management functioning.

Examination scheme:

The faculty member will award internal marks out of 25 based on two assessments of 25 marks each of which best one will be considered.

The end semester examination will be worth 75 marks having theory and cases/practical problems.

Course Contents

Unit I:Organizational behavior	1.1 Meaning, nature 1.2 Purpose and Principles of Organizing 1.3 Significance of organizing 1.4 Job related attitudes 1.5 Sentiments in hospitals; 1.6 Workplace values in hospitals; 1.7 Organizational effectiveness in hospitals
Unit II: Organizational Work Culture in hospitals	2.1 Work groups and group dynamics; 2.2 Counterproductive work behavior in hospitals; 2.3 Human personality 2.4 Types of Personality 2.5 Theories of Personality 2.6 Factors affecting Personality 2.7Significance of Personality
Unit III : Organizational learning and development in hospitals	3.1Decision making Process in hospitals; 3.2Organizational change in hospitals; 3.3Organizational conflict in hospitals 3.4 Methods of registering organizational Conflicts 3.5 360 degree feedback 3.6Handling of Organizational conflicts 3.7Factors affecting Organizational Conflicts 3.8 Significance of Conflicts in development of an organization.
Unit IV : Communication	4.1 Leadership, Meaning, Scope and Significance of leadership 4.2 Types of Leadership 4.3 Principles of Leadership 4.4 Factors affecting leadership 4.5 Challenges of leadership and their possible solutions. 4.6 Motivation: Meaning, Scope and Significance of motivation 4.7 Types of motivation 4.8 Principles of motivation 4.9 Theories of motivation

	4.10 Factors affecting motivation 4.11 Morale and its significance in an organization.
Unit V : Job satisfaction and supervision in hospitals	5.1 Stress management Performance appraisal in hospitals 5.2 Career planning 5.3 Development of hospital personnel
Learning Resources: Text Books	1. S.S. Khanna – Organisational Behaviour 2. Stephen P. Robbins – Organisational Behaviour 3. L.N. Prasad – Organisational Behaviour 4. C.B. Gupta – A Text Book of Organisational Behaviour 5. T.N. Chhabra – Management Process and Organisational Behaviour

NSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Code	COMPUTER SKILL AND PROFESSIONAL COMMUNICATION	Subject Code	MHA-105
Subject Nature	Discipline Specific Non-Core Courses (Theory & Practical)		
Course Objective:			
1.The objective of the course is to create awareness and sensitize Hospital Administration students towards the significance of effective communication skills and computer skill			
2. To develop interpersonal and group communication and enable students to overcome the challenges of effective communication.			
Learning Outcomes:			
At the end of the course learners will be able to;			
1. Reflect upon various communication styles and process.			
2. Examine key concepts of communication theory and practices including: verbal, nonverbal communication, communication barriers, listening skills, feedback, persuasive communication methods.			
3. Design and deliver compelling presentations and speeches.			
Examination Scheme: The internal assessment will be of 25 marks based on two assessments of 25 markseach, out of which best one will be considered. The end semester examination will be worth 70 marks.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
Unit 1: Nature of Business Communication	1.1Defining Communication and its objectives in a business setup. 1.2Distinguishingbetween Business Communication and General Communication. 1.3Principles of Effective Communication. 1.3Models of communication. 1.4Forms and networks of organizational communication (Formal: Upward,Downward, Grapevine; Informal and comparison) 1.5 Types of communication barriers and how to overcome them 1.6Listening, types of listening and effective listening 1.6 Communication through Transactional Analysis.(TNA) 1.7 Importance of Feedback and Critique. 1.8 Role Play. Activities on TNA and Listening		
Unit 2: Verbal and Non-Verbal Communication	2.1 Verbal Communication: significance of choice of wordsand style of communication, significance of Language as a tool for Communication. 2.2 Elements of Verbal Communication: Tone, Pitch, Pace, Pause, Stress, Powerwords 2.3 Nonverbal communication: Importance 2.4 Importance of appearance and how to use it as a tool in communication 2.5 Body language/Kinesics and Oculesics 2.3Paralanguage 2.6Proxemics 2.7Chronemics 2.8Haptics 2.9Using non-verbal tools (oral and written) to communicate effectively 2.10Cultural difference in verbal and non-verbal language with examples and livecases.		

Unit 3 Business Writing	3.1 MS Office-word, power point and excel 3.2Types of business letters, Basic patterns of businessletters. 3.3 Cover letters, Applications, Sales and Credit letters, etc. Structure and format ofletters 3.4 Memorandums and circulars 3.5 E-mails writing 3.6 Text messaging 3.7 Report writing 3.8 Importance of written communication 3.9 Appropriate tone in business writing (Directness in good news and neutral situations. Indirectness in bad news and persuasive messages.)
Unit 4 Resume Writing	4.1Types of Resumes: Chronological, functional, skill based, combination, targeted. 4.2Tailoring of resume: its advantages and disadvantages 4.3 Significance of resume for internship and recruitment 4.4 Resume format, inclusions and presentation.
Unit 5 Presentations, Interviews, Group Discussions Public Speaking and Issues in Communication	5.1 Preparation of content for presentation 5.2 Understanding the audience 5.3 Importance of rehearsals 5.4 Using visual aids in presentations 5.5 Handling questions 5.6 Preparation of Speech, Difference between Public speaking and Presentation. 5.7 Types of interviews 5.8 Preparation for an interview 5.9 Do's and don'ts during an interview 5.10 Understanding the group in a group discussion 5.11 Do's and don'ts in a group discussion 5.12 Meetings in business and its types 5.13 Notice and agenda, Minutes of a meeting 5.14 Mannerisms, etiquette and assertiveness in oral communication 5.15 Handling diversity (gender, culture, ethnicity, etc.) 5.16 Tolerance and acceptance of diversity 5.17 Social intelligence and its impact on communication 5.18 Ethics in communication
Learning Resources: Text Books:	1. M.Raman and P.Singh, Business Communication , latest edition, Oxford University Press, India. 2. The McGraw-Hill 36-Hour Course: Business Presentation , McGraw-Hill, New York.Bill Scott, 3. The Skills of Communication , Jaico, Bombay. Ronald E. Dulek and John S. Fielden, 4. Communication in Organizations , Jaico Publishing House, India.,M. E. Guffy, 5. Communication for Business , Pearson Education.

M.B.A. (Hospital Administration) SEMESTER I											
Subject Code	Practical and Viva Voce on Computer Skills and Professional Communication	Subject Code	MHA-106								
Subject Nature	Discipline Specific Non-Core Courses Practical										
Course Objective: 1.The objective of the course is to create awareness and sensitize Hospital Administration students towards the significance of effective communication skills and computer skill 2. To develop interpersonal and group communication and enable students to overcome the challenges of effective communication.											
Learning Outcomes: At the end of the course learners will be able to; 1. Reflect upon various communication styles and process. 2. Examine key concepts of communication theory and practices including: verbal, nonverbal communication, communication barriers, listening skills, feedback, persuasive communication methods. 3. Design and deliver compelling presentations and speeches.											
Examination Scheme: The internal assessment will be of 25 marks based on two assessments of 25 markseach, out of which best one will be considered. The end semester practical viva voce examination will be worth 75 marks.											
A candidate is expected to submit- <table><tr><td>1. Updated Resume</td><td>20 marks</td></tr><tr><td>2. Report Writing on the basis of situation given in the exam</td><td>20 marks</td></tr><tr><td>3. Presentation on any topic</td><td>20 marks</td></tr><tr><td>4. Viva Voce</td><td>15 marks</td></tr></table>				1. Updated Resume	20 marks	2. Report Writing on the basis of situation given in the exam	20 marks	3. Presentation on any topic	20 marks	4. Viva Voce	15 marks
1. Updated Resume	20 marks										
2. Report Writing on the basis of situation given in the exam	20 marks										
3. Presentation on any topic	20 marks										
4. Viva Voce	15 marks										

INSTITUTE OF BUSINESS STUDIES**M.B.A. (Hospital Administration) SEMESTER I**

Subject Code	PRACTICAL VIVA VOCE EXAM BASED ON ON- SITE TRAINING OF HOSPITAL	Subject Code	MHA-107
Subject Nature	Discipline Specific Non-Core Courses (Theory & Practical)		

Course Objective:

- 1.The objective of the course is to create environment in which a candidate may express his/her practical learning and able to locate the challenges of day today functioning of hospital with the solution-oriented approach.
2. To develop team spirit, handle interpersonal challenges and develop a organization centric approach.

Learning Outcomes:

At the end of the course learners will be able to;

1. Reflect Basic Challenges and possible solutions of day today working of Hospital Staff.
2. Examine key concepts of Departmental activities, communication barriers intradepartmental and interdepartmental, develop solution centric approach and communication methods.

Examination Scheme: End Semester Exam is of External Only of 100 marks.

Distribution of 100 marks will be as follows-

NABH Approach	Report Writing of On-Site Training	Attendance	Challenges Marked & Solution Provided to the problem	Case studies	Presentation	VIVA VOCE	TOTAL
OPD/ IPD/ MRD	20	15	20	20	20	05 Marks	100 Marks

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER II			
Subject Name	HOSPITAL OPERATIONS-CLINICAL SERVICES	Subject Code	MHA-201
Subject Nature: Discipline Specific Core Course (Theory)			
Objective: 1. To acquaint the HA student with the day today working and the working environment of hospitals. 2. To expose the students to the different functions performed by managers in hospital Sector, the roles they have to perform for those functions, and the knowledge and skills required therein. 3. To provide the necessary foundation for all other courses based on management practices across the world			
Examinations: The faculty member will award marks out of a maximum of 25 marks for the internal performance of the student. The semester examination will be worth of 75 marks.			
Learning Outcomes: At the end of the course students should be able to; 1. Be familiarized with the hospital's clinical services which are one of the key issues in hospital administration. 2. Visualise his/her role in organizing and operating the different department providing the clinical services and explain how management differs according to level and whether a manager is a line manager or an enabling role. 3. Describe and attain various level of skills in the Hospital Management Processes.			
Course Contents			
Unit 1- Introduction	1.1 Meaning, scope and significance of Clinical and Para Clinical Services in Hospitals 1.2 Intra Departmental Organization, Inter Departmental communication 1.3 Hierarchy and Administrative Profiles 1.4 Role of Hospital Administrator in managing the Clinical Services. 1.5 Application of the concept of Service Quality and Legal affairs in various departments to be discussed concomitantly		
Unit 2-OPD	2.1 Front office or Outpatient Department. 2.2 Functions of OPD and role of Administrator in managing and operating the OPD. 2.3 Admission, Discharge and Referral Patients Management 2.4 Layout Arrangement. 2.5 Manpower Planning and scheduling. 2.6 Equipment or device management. 2.7 Standard Operating Procedure of OPD functioning. 2.8 Dealing with patients and MLC handling 2.9 Grievance management or handling procedure.		
Unit 3-IPD	3.1 In patient Department & Ward Management, 3.2 Admission and Discharge Process with Referral Patients Management 3.3 Functions of IPD and role of Administrator 3.4 Transfer of Patients Intramural and Intermural in hospital and care needs to be taken in transfer. Layout and Equipment arrangement and management. 3.5 Manpower scheduling. 3.6 Standard Operating Procedure of IPD 3.7 Dealing and handling with patients in case of Accident and MLC. 3.8 Nursing Services 3.9 Patients and Staff Feedback process, 3.10 Grievance Reporting and handling procedure		

Unit 4- Emergency Services	4.1 Emergency Department and its Management, 4.2 Admission and Discharge Process with Referral Patients Management 4.3 Functions of Emergency Staff and role of Administrator 4.4 Transfer of Patients Intramural and Intermural hospital with care need to be taken in transfer. 4.5 Layout and Equipment arrangement and management 4.6 Manpower Planning and scheduling of Emergency Department 4.7 Standard Operating Procedure of Emergency Department. 4.8 Specific Nursing Services, 4.9 Dealing with patients and MLC handling 4.10 Grievance reporting, patients feedback, grievance management and handling procedure as per NABH.
Unit 5- Operation Theater	5.1 Operation Theatre & its Management. 5.2 Layout and Equipment arrangement and management. 5.3 Manpower Planning and scheduling. 5.4 Standard Operating Procedure. 5.5 Functions of O.T. Staff and role of Administrator. 5.6 Zoning of Operation Theatre and its sterilization process. 5.7 Transfer of Patients in OT and care need to be taken in transfer for Surgical procedure. 5.8 Specific Nursing Services. 5.9 Dealing with patients and MLC handling. 5.10 Grievance management or handling procedure.
Unit 6- ICU Department	6.1 ICU Department and a concept of CCU, MICU, SICU, HDU with its Management. 6.2 Admission and Discharge Process with Referral Patients Management 6.3 Functions of ICU, CCU, MICU, SICU, HDU Staff with the role of Administrator. 6.4 Transfer of Patients Intramural and Intermural hospital with care need to be taken in transfer. 6.5 Layout and Equipment arrangement and management in ICU, CCU, MICU, SICU HDU. 6.6 Manpower Planning and scheduling of ICU Department. 6.7 Standard Operating Procedure of ICU Department. 6.8 Specific Nursing Services in ICU, CCU, MICU, SICU HDU. 6.9 Dealing with patients and MLC handling 6.10 Grievance reporting patients feedback, grievance management and handling procedure as per NABH.
Text Reading	1.B.M.Sakharkar , Principles of Hospital Administration and Planning , 2.Kunders Hospital planning & Hospital Management 3.Hospital operations (Clinical services) by S. Porkodi, 4.Hospital operations- (Support services) Sangeetha Natarajan, Parshva publications, Sonapat (Haryana)

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER II			
Subject Name	HOSPITAL PLANNING & ADMINISTRATION	Subject Code	MHA-202
Subject Nature: Discipline Specific Core Course (Theory)			
Objective: 1. To acquaint the HA student with the day today working and the working administrative environment of hospitals. 2. To expose the students to the different planning functions performed by managers in hospital Sector, the roles they have to perform for those functions, and the knowledge and skills required therein. 3. To provide the necessary foundation for all other courses based on management practices across the world			
Examinations: The faculty member will award marks out of a maximum of 25 marks for the internal performance of the student. The semester examination will be worth of 75 marks.			
Learning Outcomes: At the end of the course students should be able to; 1. Be familiarized with the hospital's administrative services which are one of the key issues in hospital functioning. 2. Visualise his/her role in planning , organizing and operating the different department providing the administrative services and explain how management differs according to level and whether a manager is a line manager or an enabling role. 3. Describe and attain various level of skills in the Hospital planning and administrative processes.			
Course Contents			
Unit 1- Introduction	1.1 Definition and Overview of Hospital 1.2 History of Hospitals 1.3 Types of Hospitals 1.4 Functions of Hospitals 1.5 Unique Characteristics of Hospital and Healthcare Services 1.6 Changing Role of Hospitals		
Unit 2-Hospital Administration	2.1 Meaning, Scope, Concept & Development of administration 2.2 Rationale of Hospital Administration 2.3 Role and Functions of a Modern Hospital Administrator 2.4 Quality & Traits of Hospital Administrator 2.5 Type of Hospital Administration 2.6 Type of Hospital Administrator 2.7 Challenges and solutions of Hospital Administration 2.8 Technological Advancement in hospital administration 2.9 Hospital Administration as a Profession 2.10 Hospital Organogram 2.11 Medical v/s non medical Hospital administrator 2.12 Qualified and non qualified hospital administrator		
Unit 3-Hospital Planning	3.1 Meaning, Concept, Need of planning 3.2 Objectives & Importance of Planning 3.3 Principal of Hospital Planning 3.4 Types of Hospital Planning 3.5 Rationale of Hospital Planning 3.6 Idea generation to Hospital Inauguration 3.7 Team of Hospital Planning 3.8 Concept of building a hospital-site survey, land feasibility, catchment area, demand analysis, utilities planning		

Unit 4- Phases in Hospital Planning and	4.1 Steps in Hospital Planning 4.2 Process in Hospital Planning 4.3 Architect Brief & Its Significance 4.4 Modular Grid 4.5 Planning of equipment 4.6 Type of equipment 4.7 Expandable/Non expandable/Capital equipment 4.8 Contract preparation, types of contract and modification
Unit 5- Hospital Engineering Grid	5.1 Its role & Functions in Constructing a Hospital 5.2 Thumb Rules / Sizing in Hospital Construction 5.3Hospital Commissioning and Shake Down Period 5.4Costing / Costs in Hospital Construction 5.5Project Administration – Tools & Techniques. 5.6 Expansion Planning 5.7 Role of Planning and administration in 1000 bedded,500 bedded and 250 bedded hospital.
Text Reading	1. .B.M.Sakharkar , Principles of Hospital Administration and Planning , 2.Kunders Hospital planning & Hospital Management 3.Park – Tet Book of Preventive & Social Medicine 4.K. Jamaluddin, Mohd. Muzammil& Hem Chandra – Economics of Health in India 4.S.R. Taneja – National Health Policy &Programmes

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER II			
Subject Name	HEALTH CARE MARKETING AND PUBLIC RELATION	Subject Code	MHA-203
Subject Nature: Discipline Specific Core Course (Theory)			
Objective: 1. To acquaint the HA student with the day today working market and marketing environment of hospitals. 2. To expose the students to the different service marketing functions performed by managers in hospital Sector, the roles they have to perform for those functions, and the knowledge and skills required therein. 3. To provide the necessary foundation for all other courses based on marketing management practices across the world			
Examinations: The faculty member will award marks out of a maximum of 25 marks for the internal performance of the student. The semester examination will be worth of 75 marks.			
Learning Outcomes: At the end of the course students should be able to; 1. Be familiarized with the hospital's administrative services which are one of the key issues in hospital functioning. 2. Visualise his/her role in marketing and service sector in respect to the different department providing the marketing services and explain how market differs according to level and whether a manager is a line manager or an enabling role. 3. Describe and attain various level of skills in the Hospital marketing services and administrative processes.			
Course Contents			
Unit 1- Introduction	1.1 Market- Definition, Types and Forms 1.2 Characteristics of market, 1.3 Features of market, 1.4 Objectives of market, 1.5 Importance of market 1.6 Function of Market 1.7 Challenges of Market 1.8 Strategies of market development 1.9 Definition and Overview of Hospital 1.10 Unique Characteristics of Hospital and Healthcare Services 1.6 Changing Role of marketing in Hospitals		
Unit 2- Marketing Services	2.1 Definitions, Scope and significance 2.2 Characteristics of marketing services 2.3 Types of marketing, 2.4 Objectives of marketing 2.5 Features of marketing, 2.6 Importance of marketing 2.7 Distinction between Marketing and Selling 2.8 Importance and Rise of Service Sector		
Unit -3 Services Marketing-	3.1 Meaning, Scope and significance of Service marketing 3.2 Characteristics features of service marketing 3.3 Distinctive Nature of Services Marketing 3.4 Marketing Mix 3.5 Services Marketing Mix 3.6 Role of Administration in service marketing 3.7 Role of Hospital administrator in hospital marketing.		
Unit 4- Marketing Strategies	4.1 Strategies for Services Marketing 4.3 Misconception about Marketing 4.3 Marketing Communication for Healthcare Services 4.4 Marketing Segmentation 4.5 Strategies for Hospital Marketing 4.6 Challenges of Hospital Marketing 4.7 Possible solutions of Hospital marketing		

Unit 5- Market Promotion	4.1Market Promotion, meaning, scope and significance 4 .2 Advertising and Publicity, 4.1 Sales Promotion and Personal Selling 4.2 Marketing Myopia 4.3 Corrective Approach 4.4 Strategic Planning 4.5 Promotion Tools of Healthcare Marketing,
Text Reading	1. P.G. Ramanujam - Marketing of Health Care Services 2. Eric N. Berkowitz – Essentials of Health Care Marketing (IIIrd Edition) 3. Garrett Smith – Internet Marketing for Health Care Practices 4. Richard K. Thomas – Marketing of Health Services (IIIrd Edition)

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER II			
Subject Name	MATERIAL & EQUIPMENT MANAGEMENT	Subject Code	MHA-204
Subject Nature: Discipline Specific Core Course (Theory)			
Objective: 1. To acquaint the HA student with the day today working environment in respect to material of hospitals. 2.To expose the students to the different material and equipment of hospital Sector, the roles they have to perform for those functions, and the knowledge and skills required therein. 3.To provide the necessary foundation for all other courses based on material management practices across the world			
Examinations: The faculty member will award marks out of a maximum of 25 marks for the internal performance of the student. The semester examination will be worth of 75 marks.			
Learning Outcomes: At the end of the course students should be able to; 1.Be familiarized with the hospital's administrative services in respect to management of material and equipment. 2.Visualise his/her role in material management in respect to the different department providing the material and equipment management services and explain how market differs according to level and whether a manager is a line manager or an enabling role. 3.Describe and attain various level of skills in the Hospital material management and all the process related to it..			
Course Contents			
Unit 1- Introduction	1.1 Definition, scope and significance of Material Management 1.2 Goals & Objective of Material Management 1.3 Functions of Material Management 1.4 Principles in Material Management 1.5 Essentials in Material Management 1.6 Material Management Systems of Hospitals.		
Unit 2- Quality in Material Management	2.1 Definition, scope and advantage of quality in material management 2.2 Purchasing Process 2.3 Purchase Cycle 2.4 Purchase Activities 2.5 Floatation of Tenders / Enquiries		
Unit -3 Negotiations and Purchase Decision	3.1Definition,scope and significance of Negotiations 3.2 Quality parameters and quality control in negotiation. 3.3 Storage System, 3.4 Standardization, 3.5 Codification, 3.6 Classification of negotiation 3.7 Materials Accounting 3.8 Purchase and Distribution management 3.9 Logistics management 3.10Rate finalization and Contract Decision 3.11 Purchase Committee, members and their role.		
Unit 4-Store Management	4.1Store Management-Definition, scope and significance 4.2 Characteristic features of store management 4.3Inventory Management- a basic concept 4.4Hospital Stores and its different types 4.5 Pharmacy Services 4.6 Inventory Control- Principles and Objectives, ABC / VED Analysis 4.7 Buffer Stock, Lead Time, Economic Order Quantity, Minimum Order Level 4.8 Condemnation and Disposal 4.9 Legal Aspects relating to Purchase,		

	4.10 Carriage of Goods Act, Damage Case Studies
Unit 5- Equipment Management-	5.1 Equipment Management- Meaning, Scope and significance 5.3 Principles and Objectives of Equipment Management 5.3 Equipment Selection and Utilization- Policy & Procedure 5.4 Procurement of Imported Equipment& International Purchasing 5.5 Equipment Maintenance 5.6 Contractual System in Hospital Equipment 5.7 Condemnation and Disposal of Equipment
Text Reading	1.Hem Chandra, C.P. Barthwal& K. Jamaluddin – Material Management & Inventory Control 2.K.S. Menon – Purchasing & Inventory Control 3.A.K. Dutta – Material Management 4.Shakti Gupta & Sunil Kant – Hospital Stores Management: An Integrated Approach 5.Hem Chandra – Hospital Equipment Management

INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER II			
Subject Name	BASICS OF ACCOUNTING AND ADVANCED EXCEL	Subject Code	MHA-205
Subject Nature: Discipline Specific Core Course (Theory)			
Objective: 1.Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. 2.As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. 3.The ability to understand financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.			
Examinations: The faculty member will award marks out of a maximum of 25 marks for the internal performance of the student. The semester examination will be worth of 75 marks.			
Learning Outcomes: At the end of the course students should be able to; 1. Be familiarized with the hospital's accounting services in respect to management of different department of hospital. 2. Visualise his/her role in automation of accounting services in hospital and explain how account differs according to level and whether a manager is a line manager or an enabling role. 3. Describe and attain various level of skills in the Hospital accounting management and all the process related to it..			
Course Contents			
Unit 1- Basics of Accounting	1.1Accounting- Basics Introduction, 1.2 Foundations of accounting, 1.3 Accounting GAAP- conventions and principles 1.4 Double entry system, 1.5 International Accounting principles and standards; 1.6 Objectives of Accounting, 1.7 Overview of IFRS, 1.8 Matching of Indian Accounting Standards with International Accounting Standards.		
Unit 2- Financial accounting	2.1Financial Accounting: meaning, scope and significance 2.2Preparation of final account 2.3Adjustments of Final Accounts (with reference to Analysis of Balance Sheet and measurement of Business Income).		
Unit -3 Financial Statement Analysis	3.1 Financial Statement Analysis Introduction, 3.2 Importance , 3.3 limitations, 3.4 Relation and Comparison of Accounting data and using financial statement information 3.5 Ratio Analysis- 3.6 Liquidity, 3.7Activity, 3.8 Leverage, 3.9 Profitability 3.10 Cash flow analysis.		
Unit 4-Financial forecasting	4.1Financial Forecasting: meaning, scope and significance. 4.2 Trend Analysis, 4.3 Comparative Financial Statements 4.4 Common Size Statements. 4.5 Objectives of financial forecasting 4.6 General steps in forecasting, 4.7 Technique of forecasting 4.8 Proforma of Financial Statements		

Unit 5- Advanced Excel	5.1 Review of Excel Essentials 5.2Cell referencing: absolute, relative, and mixed 5.3Named ranges and dynamic ranges 5.4 Data formatting and conditional formatting 5.5 Basic functions: SUM, AVERAGE, IF, VLOOKUP, HLOOKUP, INDEX, MATCH 5.6 Advanced Functions and Formulas 5.7Logical functions: IF, IFS, AND, OR, NOT 5.8Lookup and reference: INDEX, MATCH, XLOOKUP 5.9Text functions: TEXT, LEFT, RIGHT, MID, LEN, TRIM, CONCAT, TEXTJOIN 5.10Date and time functions 5.11Array formulas and dynamic arrays (FILTER, SORT, UNIQUE, SEQUENCE) 5.12Error handling: IFERROR, ISERROR
Text Reading	1.Narayanaswamy, R. (2013). Financial Accounting: A Managerial Perspective, 5th Ed. PHI Publications. 2.Gupta, B. (2013). Accounting for Managers. International Book House 3.Mukherjee, H. (2013). Financial Accounting. McGraw Hill Publication. 4.Ramanathan. (2013). Accounting for Management. Oxford. 5.Shah, P. (2012). Financial Accounting for Management. Oxford. 6.Tulsian, P. (2013). Financial Accounting. Pearson Publication

MHA-206: PRACTICAL ON BASICS OF ACCOUNTING & ADVANCED EXCEL

MHA-207: CSSD & OPERATION THEATRE, INVENTORY MANAGEMENT -ON SITE TRAINING

SAME AS SEMESTER-1

