Learning Objective: To gain insight into why human behavior influences organizational dynamics and how the knowledge of organization behavior may be applied to improve managerial effectiveness.

UNIT I

UNIT II
Values And Attitudes - Concepts, Types And Sources, Measurement Of Attitude, Defining And Classifying Groups, Stages Of Group Development, Group Structure, Group Processes, Group Dynamics, Group VS Team, Team Effectiveness, Group And Intergroup Relations.

UNIT III

UNIT IV
Nature And Significance Of Leadership, Leadership In Different Cultures, Leadership Theories - Trait Theories, Behavioral Theories - Ohio State Studies, Michigan Studies, And Managerial Grid, Tichy's Contingency Model, Hersey And Blanchard's Situational Theory, Path Goal Theory, Leadership Styles And Transformational Leadership.

UNIT V
Transitions In Conflict Thought, Functional Versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation Process, Concept Of Organizational Culture, Relationship Of Culture With Organizational Behavior, National And Global Culture, Levels Of Organizational Culture, Organizational Change And Development-Forces Of Changes, Resistance To Change, Process For Planned Organizational Change, Change Cycles, And Techniques Of Organizational Development.
Suggested Readings:

- Steven L. McShane, Mary Ann Von Glinow and Radha S. Stulima, Organisation Behaviour, Tata McGraw Hill Co., New Delhi.
MBA - 202: MARKETING OF HEALTH CARE SERVICES

Learning Objective: To develop an insight into the marketing aspects of service industry with special reference to the health care services.

UNIT I

UNIT II
Managing The Relationships In Service Marketing, Service Marketing Introduction, Marketing Planning.

UNIT III
Buying Behavior Of The Service Consumer, Target Marketing In Services, Addressing Unique Characteristics Of The Service Industry - Strategies And Tactics.

UNIT IV
Marketing Mix In Services & Extended Marketing Mix For Services – Service Product, Pricing, Communication Mix, Service Channels And Distribution, Managing Internal And External Customers, Managing Physical Evidence And Process In Service Marketing.

UNIT V
Impact Of Technology On Services Marketing, Measuring Service Quality, Customer Retention Through CRM.

Suggested Readings:
- P G Ramachandran, Marketing Of Health Care Services, Excel Books, New Delhi.
MHA-203: HUMAN RESOURCE MANAGEMENT IN HOSPITALS

Learning Objective: To help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

UNIT I
Definition, Concept, Evolution And Relevance Of HRM, Objectives and Functions of Human Resource Management, Areas of HRM, HRM In Indian And Global Scenario, Human Resource Policies, Concept of Strategic HRM.

UNIT II

UNIT III

UNIT IV

UNIT V
Wage and Salary Administration: Introduction, Purpose, Wages Vs Salaries, Determination of Wage and Salary, Obligations of Management, Authorized Deductions under the Payment of Wages Act, 1936.


Suggested Readings:

- 18 - Syllabus and Examination Scheme: MBA (H.A.) 2012-14
MBA - 204: FINANCIAL MANAGEMENT

Learning Objective: To understand the basic concepts of financial management and learn financial tools for financial analysis and decisions.

UNIT I
Meaning, Objectives and Scope of Accounting, Classification of Accounting, Relationship of Accounting with Other Disciplines, Role of an Accountant in Hospital. Journal, Ledger, Cash Book, Trial Balance and Balance Sheet with Simple Adjustment.

UNIT II

UNIT III
Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary Control and Classification/Types of Budgets. Cost-Volume-Profit Analysis and Decision Making in Hospitals.

UNIT IV

UNIT V
Financial Planning-Meaning, Objectives and Steps, Sources of Finance - Short Term, Medium Term, and Long Term, Concept of Cost of Capital and Optimal Capital Structure, Financial Control System in Hospitals.

Selected Readings:
- Pratap Chaudhary, Financial Management, TMH, New Delhi.
MBA – 205: MATERIALS MANAGEMENT IN HOSPITALS

Learning Objective: To equip students with updated knowledge of modern materials management concepts and to develop their functional expertise in store and purchase management discipline.

UNIT I

UNIT II
Purchase Management: Objectives And Purchase System – Centralized, Decentralized And Local Purchase, Legal Aspects Of Purchasing, Purchase Procedures, Rate Contracts, Follow Up Action, Receipt Of Materials, Inspection Of Materials, Preparation Of Defect/Discrepancy Report, Disposal Of Rejected Items, Stocking Of Accepted Items, Classification And Codification Of Materials.

UNIT III

UNIT IV
Inventory Control: Aims & Objectives, Scope Of Inventory Control, Classification Of Inventory, Techniques Of Inventory Control: ABC Analysis, Stock Levels, Economic Order Quantity, Inventory Turnover Ratio And Stock Verification, Medical Stores: Functions, Storage Condition/Monitoring, Expiry Dates & Action, Cold Chain, Role Of Drug Review Committee, Hospital Formulary, Obsolescence.

UNIT V
Operating Costing: Meaning And Nature, Application Of Operating Costing – Hospital And Nursing Homes, Hospital Canteen, Cost Audit And Cost Reduction In Hospitals.

Suggested Readings:
- Shakti Gupta and Sunit Kant, Hospital Stores Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
MBA-HA: Syllabus for Year 2012-14  
Semester II

MHA – 206: RESEARCH METHODOLOGY

Learning Objective: To equip the students with the concept and methods of business research. The students should be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

UNIT I

UNIT II

UNIT III
Concept and Sources of Primary Data and Secondary Data and its uses in Research, Questionnaires, Interviews And Surveys, Observation, Content Analysis And Measurement Scales, Techniques Of Developing Scales, Reliability And Validity Of Scales.

UNIT IV

UNIT V

Suggested Readings:
- Kothari, C.R., Research Methodology Methods and Techniques, New Age International Limited
- Donald R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw Hill
- Company Limited, Noida.
MBA-207: LEGAL FRAMEWORK FOR HEALTHCARE - I

Learning Objective: To explain the laws and regulations applicable to hospitals and hospital employees and to study the medico-legal aspects of practice of medicine in hospital setting.

UNIT I

UNIT II
Laws Governing the Management of Patients. Issues Related to management of HIV/AIDS cases in Hospitals. Regulations for treatment of foreign nationals in Indian Hospitals, Discharge of patients and settlement of bills, LAMA Cases.

UNIT III

UNIT IV
Registration of Hospitals/ Nursing Homes, Free Treatment of EWS Cases, Hospital Code of Ethics, Overview of Drugs and Cosmetics Act, 1940, Drugs Control Act, 1950, Understanding of rules related to Pharmacy Service in a Hospital, Blood Banks, Purchase of Medical Equipment.

UNIT V
Importance of Environment (Protection) Act and Rules, 1986 for Hospitals, Laws Governing the Safety of Patients, Staff and Public, Rights and Responsibilities of Patients.

Suggested Readings:
- CM Francis, Medical Ethics, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- SK Joshi, Law and the Practice of Medicine, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.