



SUNRISE UNIVERSITY

POST GRADUATE DIPLOMA IN HOSPITAL MANAGEMENT (PGDHM)

CURRICULUM

1st Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
PGDHM101	Fundamentals of Management	40	60	100
PGDHM102	Organizational Behavior	40	60	100
PGDHM103	Managerial Economics	40	60	100
PGDHM104	Accounts for Managers	40	60	100
PGDHM105	Business Environment	40	60	100
PGDHM106	Healthcare Environment & Management	40	60	100
PGDHM107	Hospital Architecture, Planning and Maintenance	40	60	100
Total		280	420	700

2nd Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
PGDHM201	Human Resource Management	40	60	100
PGDHM202	Marketing Management	40	60	100
PGDHM203	Financial Management	40	60	100
PGDHM204	Patient Care Management	40	60	100
PGDHM205	Hospital Operations Management	40	60	100
PGDHM206	Hospital Facilities Management	40	60	100
PGDHM207	Hospital Information System	40	60	100
PGDHM208	Project Work & Case Study			100
Total		280	420	800

MBA-101:FUNDAMENTALSOFMANAGEMENT

1. COURSE OBJECTIVES

- To acquire knowledge to understand concepts and key principles of management and be able to critically apply this knowledge to analysis of a complex case study
- To understand and apply selected management topics to a real organizational setting
- To be able to discuss with others the key management principles covered in the textbook and during lectures showing application of knowledge to case study material.

2. CONTENT OVERVIEW OF MANAGEMENT

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills. Evolution of management thought-

Classical Approach, Neo Classical Approach, Scientific Approach, Bureaucratic Approach, Administrative, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management thinkers: Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Peter F. Drucker, Abraham Maslow, Herzberg and McGregor, Trends and Challenges of Management in Global Scenario.

PLANNING

Importance and Advantages of Planning, Planning Process, Types of Plans, Elements of Planning, Principles, Criteria and Limitations of Planning, Management by Objective (MBO), Strategies - Types of Strategies, Policies, Managerial Decision Making - Types of Decision, Decision Making Process, Rational Decision Making.

ORGANIZING

Nature and purpose of Organizing, Organization Structure: Design and Forms, Formal and Informal Groups Organization, Line and Staff Organization, Conflicts between Line and Staff, Measures to overcome the Conflicts, Departmentation.

DELEGATION OF AUTHORITY

Authority & Power, Responsibility and Accountability, Concept, Importance and Process of Delegation, Principles of Delegation and Barriers to effective Delegation, Span of Management, Span of Control and Decentralization and Centralization, Staffing: Importance and Process. Coordination: Concept, importance, principles of coordination, difficulties and techniques to ensure effective coordination.

DIRECTING

Direction: Importance, Principles, Components and Styles of Direction, Motivation and Satisfaction.

Motivation Theories - Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership - Leaders vs. Manager, Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers.

CONTROLLING

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Controlling: Concept, Definition, Basic control process, Requirement of Effective Control, Control Techniques. Organization Culture - Elements and Types of Culture, Managing Cultural Diversity. Management Lessons by Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

3. TEXTBOOKS

1. Management Fundamentals, Robert N Lussier, 5e, Cengage Learning.
2. Fundamentals of Management, Stephen P. Robbins, Pearson Education.
3. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
4. L.M. Prasad, Principles and Practice of Management, 7th Ed, S. Chand Publishers.

4. REFERENCE BOOKS

1. Essentials of Management, Koontz Kleihrich, Tata Mc-Graw Hill.
2. Management Essentials, Andrew DuBrin, 9e, Cengage Learning.
3. Mukherjee, Principles of Management & Organisational Behaviour, Tata McGraw Hill.
4. Slocum & Jackson, 'Management - A Competency Based Approach', Thomson South Western, 10th edition.

5. COURSE OUTCOME

- CO1. The students understand the significance of Management in their Profession.
- CO2. The various Management Functions like Planning, Organizing, Staffing, Leading, Motivation and Control aspects are learnt in this course.
- CO3. The students can explore the Management Practices in their domain area.

6. SPECIAL NOTES

1. Case studies may be given on emerging trends from each module.
2. Presentation and Group Discussions
3. Assignments on various topics related to subject matter.



MBA-

102 ORGANIZATIONAL BEHAVIOUR

1. COURSE OBJECTIVES UR

1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness
2. Reflect on your own beliefs, assumptions and behaviours with respect to how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness.
3. To help the students to develop cognizance of the importance of human behaviour.
4. To enable students to describe how people behave under different conditions and understand why people behave as they do.

2. COURSE CONTENT

CONCEPT OF ORGANISATIONAL BEHAVIOUR

Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges. Emerging issues in organizational behaviour.

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- I

Personality: Sources of personality, differences, the Myers –Briggs Type Indicators, The big Five Personality Model, other personality traits Relevant to OB, Measuring Personality

Learning: Concept and Theories of Learning, **Attitudes:** The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Jobs satisfaction, Changing Employee Attitudes

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- II

Perceptions, Attributions and Emotions: The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.

Motivation: Concept of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation.

Stress and Counseling: What is stress, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management, Employee counseling, Types of counseling.

GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Teams and Team Building, Transactional Analysis

Managing Conflict and Negotiation: Conflict in Organizations, A contemporary perspective on intergroup conflict, what causes intergroup conflict, the causes of dysfunctional intergroup conflict, managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict



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Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches toPower

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ORGANIZATIONAL PROCESSES, CHANGE AND INNOVATION

Communication: The importance of communication, The communication process, Communicating within organizations, How technology affects communication, Interpersonal communication,

Multicultural communication, Barriers to effective communication, Improving Communication in organizations, promoting ethical communications

Leadership: What is leadership, Trait approaches, Behavioral approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership

Managing Change and Innovation: Change at work, Resistance to change, Alternative change management approaches, learning principles in change management, Change agents: forms of interventions, A model for managing organizational change

EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behavior Across Cultures: Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Cross-cultural communication.

Managing Misbehavior: The emergence in Management of the study of misbehavior, selected misbehaviors.

3. COURSE OUTCOME

On completion of this course, the students will be able to:

CO1: Demonstrate the applicability

of the concept of organizational behaviour to understand the behaviour of people in the organization.

CO2: Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.

CO3: Analyse the complexities associated with management of the group behaviour in the organization.

CO4: Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization.

CO5: Demonstrate how the behaviour can integrate in understanding Managing International Workforce and Cross-cultural communication

4. REFERENCE BOOKS

1. Personality and Organizations (Organization and Management Series) 1st Edition by Benjamin Schneider
2. Work Motivation in Organizational Behavior by Craig C. Pinder
3. Work Motivation: History, Theory, Research, and Practice Book by Gary P. Latham
4. Management Process and Organisational Behaviour Hard cover – Import, 1 Dec 2003 by Sudan Amrik Singh
5. Primal Leadership Book by Daniel Goleman
6. Organizational Culture and Leadership Book by Edgar Schein

5. TEXT BOOKS

1. Organizational Behaviour by Pearson 18e (Stephen P. Robbins, Timothy A. Judge, Neharika Vohra)
2. Organizational Behavior 12th Edition by Fred Luthans
3. Mishra. Organizational Behavior, Vikas Publishing House.
4. Greenberg, Jerald and Baron, Robert. Behavior in Organizations, Prentice Hall of India.
5. Aswathappa. Organization Behavior (Text, Cases & Games), Himalaya Publishing House.
6. Luthans, Fred. Organizational Behavior, Tata McGraw-Hill.
7. Newstrom. Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill



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MBA-

103 MANAGERIAL ECONOMICS

1. COURSE OBJECTIVES

1. To familiarize the students with the fundamental economic concepts & principles.
2. To make students understand about the factors affecting managerial decision making.
3. To make students aware about Macroeconomic principles & stabilization policies

2. CONTENTS

Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope & significance, Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles.

Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

Production analysis: Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

Cost & Revenue Analysis: Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis-Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition
- Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation; Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing, peak load pricing etc.

Macro Economics Measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators; Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Stabilization Policies: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls; Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions; Inflation-Meaning and Kinds, Measures to Control Inflation, Deflation.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the relative importance of Managerial Economics and basic concepts of Managerial Economics.
- CO2 Analyze to find firm's equilibrium.



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CO3 Understand the modern managerial decision rules and optimization techniques. CO4 Evaluate features of different kinds of markets and analyzing pricing strategies CO5 Be equipped with the various measures of Macro economics
CO6 Understand the stabilization Policies, business cycles and inflation

4. REFERENCE BOOKS

1. Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011
2. Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
3. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010

5. TEXTBOOKS

1. Managerial Economics-Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
2. Managerial Economics, Tata McGraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, D.N Dwivedi, 8th ed., Vikas Publication.
4. Managerial Economics, H.L Ahuja, S. Chand, 2011
5. Indian Economy, KPMSundharam and Dutt, 64th Edition, S Chand Publication.
6. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students need to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economic scenario must be discussed in class
4. Field/desk/numerical Assignments must be given to understand the concepts properly



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MBA-

104ACCOUNTINGFORMANAGERS

1. COURSEOBJECTIVES

1. TheSyllabusaimstodevelopthestudent'sabilityto:
 1. UnderstandandexplaintheconceptualframeworkofAccounting
 2. PrepareAccountsforvariousentitiesunderdifferentsituations
 3. AcquirebasicconceptsofCost&ManagementAccountingrelevantformanagerialdecisionmaking

2. COURSECONTENTS

Introduction,Definitions,AccountingCycle,ObjectivesofAccountings,BasicAccountingTerms,Generally AcceptedAccountingPrinciples,AccountingConceptsandConventions,AccountingSystem

Events and Transaction, Voucher, The Concepts of Account, Debit and Credit, Types of Accounts, TheAccountingProcess:Journals,LedgersandTrialBalance,AccountingEquation,AccrualBasis&CashBasisof Accounting, Capital&RevenueTransaction

PreparationofFinalAccounts: TradingAccount,Profit andlossAccount withadjustments,BalanceSheet

Preparation of Cash Flow Statement (Accounting Standard – 3 Revised), Analysis of Financial Statements:Comparative,Commonsize,TrendAnalysis,InferencesandInterpretationsfromPublishedFinancialStatement

CostAccounting:Evolution,Meaning,ObjectivesandScope,GenerallyAcceptedCostAccountingPrinciples (GACAP), Definitions, Methods of Costing, cost & Cost Object, cost Organization, Costingsystem,CostDetermination

CostStatements-Introduction,Cost Accumulation,CostCollection,CostSheetformats&Preparation

3. REFERENCEBOOKS

1. Anthony,R.N.,Hawkins, F.D.,& Merchant,K.A.(2006).Accounting:text andcases (12thed.).NewDelhi:Tata McgrawHill.
2. Albrecht,W.S.,Stice,D.J.,Stice,E.K.,Monte,R.,&Swain,R.M.(2010).Accounting:conceptsand applications (11th ed.).U.S.A:SouthWestern.
3. Anthony,R.N.(2006).Accounting:text&cases(11thed.). NewDelhi:Tata McGrawHill.
4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). NewYork:Houghton Mifflin. FacultyofManagementStudies, UniversityofDelhi17
5. Garrison, R. H., Noreen. E. W. (2007). Managerial accounting (12th ed.). New Delhi: TataMcGrawHill.
6. Hilton,R.W.(2008).Managerialaccounting(3rded.).NewDelhi:TataMcGrawHill.
7. Larson, D. K., &Chiappetta, B. (2004). Fundamental accounting principles (17th ed.). New Delhi:McGraw Hill. 8. Michael, C. K. (2003). Financial accounting: A focus on decision making



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(2nded.).NewDelhi:WestPublishing Company.

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8. Spiceland, J.D. (2009). Financial accounting (International edition). New Delhi: Tata McGraw Hill. 10. Vij, M. (2009). Management accounting. New Delhi: MacMillan India Ltd.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

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MBA-

105 BUSINESS ENVIRONMENT

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1. COURSE OBJECTIVES

1. To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of Business.
2. Master core concepts and methods from economic, political, and social analysis as they are relevant to the design and evaluation of economic environmental policies.
3. Apply systems, concepts and methodologies to analyze and understand interactions between social and environmental processes.

2. CONTENT OF THE SUBJECT BUSINESS ENVIRONMENT

BUSINESS ENVIRONMENT

Business Environment: Meaning, Nature and Significance, Types of Environment, Economic & Non-economic environment, Environment Scanning and its process, Internal & External environment, Emergence of Market Driven Economies, Essential of Competitive Economies.

ECONOMIC TRANSITION (LIBERALIZATION, PRIVATIZATION AND GLOBALIZATION)

Liberalization: The New Economic Policy of India. Monetary Policy, Fiscal Policy, Export-Import Policy, Industrial Policy, FDI Policy, Reforms in Capital Market.

Privatization: Objectives, Routes, Benefits, Success Conditions. Privatization in India.

Globalization : Features and Stages of Globalisation, Impact on Indian economy. LPG and Financial, Automobiles and FMCG industry.

MICRO, SMALL AND MEDIUM (MSME) ENTERPRISES & SUPPORTING INSTITUTIONS

Micro, Small and Medium Enterprises in India, MSME Policy Regulatory and Legal Framework, Institutional Framework : Training Services, SIDBI, NIMSME, NSIC and their role for MSME. Skill Development Initiatives. Role of Financing Institutions for MSME sector.

COMPETITION COMMISSION

Assessment of Regulatory Business Environment, Change from Control to Regulations, Changing role of RBI, IRDA, Pension, Board of Financial Supervision.

BALANCE OF PAYMENT AND BALANCE OF TRADE

Exchange rate and competitiveness, Foreign Capital Flows and Foreign Collaborations, FDI in India, Introduction to Foreign Exchange Management Act 1999 (FEMA), Stock Exchange, Commodity Exchange in India. Role of SEBI.



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CONSUMER, CONSUMERISM AND EMERGING TRENDS

Consumer Rights, Consumerism and Business, Consumer Protection in India.

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Emerging Trends: Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility, Institutional framework for Planning-NITIAayog and its functioning.

3. COURSE OUTCOME

CO1 Outline how an organization operates in a business environment explaining its framework that regulates the industry.

CO2 Explain the effects of Government Policies on the economic environment and the industries in the country.

CO3 Be able to use the theory and background knowledge learned to enhance general understanding of the significance and likely impacts of different business decisions.

4. REFERENCE BOOKS

1. Francis Cherunilam, Business Environment (Text and Cases), Publisher: Himalayan Publishing House
2. K. Chidambaram and V. Alagappan, Business Environment, Publisher: Vikas Publishing House Pvt. Ltd.
3. M. Adhikari, Economic Environment of Business, Publisher: Excel Books
4. K. Ashwathappa, Business Environment, Publisher: Himalaya Publishing

5. TEXTBOOKS

1. B.N. Gosh, Business Environment, Publisher: Oxford University Press
2. Saleem Shaikh, Business Environment, Publisher: Pearson Education
3. Justin Paul, Business Environment (Text & Cases), Publisher: McGraw Hill Education
4. J. Morrison, The International Business Environment, Publisher: Palgrave

6. SPECIAL NOTES

1. Case studies : At least once case study from each module.
2. Presentation : Individual/Group presentation can be assigned
3. Group Discussions : GD can be done on subject topics in modules
4. Individual/Group Assignments can be allocated
5. Guidelines for students and teachers : Newspaper, Magazines and Bulletins related to
6. Business Environment and Economy to be referred
7. Recent News/Articles: Journals, News Feeds, Articles to be referred

HEALTH CARE ENVIRONMENT AND MANAGEMENT

Objectives:

- To familiarise with the health care environment
- To understand the concepts of management with relevance to hospitals

UNIT I

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

UNIT II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesias services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services.

UNIT III

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals - Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

UNIT IV

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

UNIT V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses

REFERENCES

Seth, M.L. MACROECONOMICS, *Lakshminarayana Agrawal, Edu, Pub. Agra. 1996*
Peter, Z & Fredrick, B. HEALTH ECONOMICS, *Oxford Pub., New York, 1997*
hanmugansundaram, Y., HEALTH ECONOMICS, *Oxford Pub. New York, 1997*

HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE

Objectives:

- To understand the necessity of architecture and planning in Hospitals
- To get familiarised with the designing and maintenance of hospital systems

UNIT I

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

UNIT II

Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

UNIT III

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents – preparing project report.

UNIT IV

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

UNIT V

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

REFERENCES

G.D.Kunders, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE

Gupta S.K; Sunil Kant Chandra Shekhar; R Satpathy, MODERN TRENDS IN PLANNING AND DESIGNING OF HOSPITALS

Syed Amin Tabish, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT

G.D.Kunders, HOSPITALS, FACILITIES PLANNING AND MANAGEMENT

*MBA-201***HUMAN RESOURCE MANAGEMENT***Section A***Module I: Introduction**

Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

Module II: Pre-recruitment functions of HRM

Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

Module III: Recruitment, selection and appointment

Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques-tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

Module IV: Training and development

Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

Module V: Employee Remuneration

Meaning and significance of compensation, Principles of remuneration, intrinsic equity vs extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.

Module VI: Performance management

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360° appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcomes to career and succession planning.

Module VII: Strategies of employee retention and emerging trend in HRM

Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

Module VIII: Career and succession planning

Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

Section B

At least one Case/Problems from each module
Questions will be case/inferences/application based

Practical Component:

- Expose students to simulated recruitment exercises-Job profile, personal profile, advertisement etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform a dyadic role playing.

Recommended Books:

- Byars, L & Rue, L. Human Resource Management. McGraw Hill.
- Aswathappa, K. Human Resource Management. Tata McGraw-Hill.
- Dessler, Varkkey. Human Resource Management. Pearson.
- Jyothi. Human Resource Management. Oxford University Press.
- Mondy, R. Human Resource Management. Prentice Hall.
- Steve Fleetwood., Anthony Hesketh, Explaining the Performance of Human Resource Management, Cambridge University Press

List of Journals/Periodicals/Magazines/Newspapers

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

MBA-202

COST ACCOUNTING FOR MANAGEMENT

Section A

Module I: Introduction

Cost Management, Cost Management Tools - A Strategic View to Cost Management.

Module II: Cost Sheet and Composition

Overheads,

Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

Module III: Marginal Costing

MARGINAL COSTING - Nature and Scope - Applications - Breakeven analysis, Advantages and Disadvantages of Marginal Costing.

Module IV: Budgetary Control

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material overheads and Labour variances only.

Module V: New Techniques of Costing

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

Module VI: Cost Audit

Cost Audit, - objectives, Advantages, Areas and Scope of Cost Audit, Cost Audit in India -- Practical --

Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit - Aims and the objectives, Scope of Management Audit.

Module VII: Cost Control

Cost Reduction, and Cost Control, Target Costing - its Principles, Balanced Scorecard as a performance measure - Features - Purpose, Reasons for use of balanced scorecard.

Module VIII: Cost Reporting

Reporting to Management - Purpose of reporting - Requisites of a good report, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

Section B

At least one Case study/Problem from each module

Note: 60% of the Questions will be Numerical/Cases/Inferences based. Questions will be case/inferences/application based

Practical components:

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Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

Recommended Books:

- Kumar, Vijay. Accounting for Management. Tata McGraw-Hill.
- Kuppapally. Accounting for Managers. Prentice Hall of India.
- Maheshwari, S.N. & Maheshwari, S.K. Advanced Management Accounting Vol. 1 & Vol. 2. Vikas Publishing House.
- Kaplan, Atkinson and Young. Management Accounting. Pearson Education.
- Vij. Management Accounting. Macmillan Publishers India.
- Paresh Shah. Management Accounting. Oxford University Press.

CourseObjective:

TotalPeriods:40(4Credits)

MBA-**203FINANCIALMANAGEMENT****Section A****ModuleI:Financial management**

Introduction to financial management, objectives of financial management.Changing role of financemanagersincontemporarybusinessenvironment.InterfaceofFinancialManagementwithotherfunctional areas. Indian financial system. Review of institution, instrument and market. Basic approach torisk,return andvaluation.

ModuleII: SourcesofFinancing

Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, internationalresources.

ModuleIII:Timevalue ofmoney

Futurevalueofsingle cashflow&annuity,present value ofsinglecashflow,annuity&perpetuity. Simple Interest&Compoundinterest,Capital recovery&loanamortization.

ModuleIV:Investmentdecisions

Investmentevaluationtechniques-Net presentvalue,Internalrateofreturn,Modifiedinternalrateof return, Profitabilityindex,Payback period,Discounted paybackperiod,Accountingrateof return.Estimationofcashflowfornewproject,replacementprojects.Captalbudget.

ModuleV:CostofCapital

Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equityshare capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) andMarginal costof capital.

ModuleVI:Financial Decisions

WorkingCapitalManagement,workingcapitalrequirements.Currentassetspolicy andcurrent assets financepolicy.Determinationofoperatingcycle.Estimationofworkingcapital requirements ofa Firm,ReceivablesManagement,determinationofworkingcapital.

Module VII: Reward anddividend policy

Dividendpolicy,Determinationofoperatingleverage,financialleverageandtotalleverage.Dividend policy-Factorsaffectingthedividendpolicy -dividend policies-stabledividend,stablepayout, dividend theories,Bonusissues.CapitalizationofProfitShare.

ModuleVIII:EmergingIssues

EmergingIssues inFinancial management:Derivatives,FinancialandcommodityderivativesMergers andAcquisitions, Behavioral Finance, FinancialModeling,Financial engineering,Commodity trading.

CourseObjective:**TotalPeriods:40(4Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

CourseStructure:**↳Conceptoffinance-**

Scopeandobjectivesoffinance,Functions ofFinancialManagement,RoleofFinanceManager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlyingthechoice offormofbusinessorganization.

↳Concept&PrinciplesofCapitalStructure-LeverageAnalysis-

operating,financialandcombinedleverageanditsimplications,Indifference point.

↳Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital andploughingbackofprofits.ShortTermSourcesofFunds-

CommercialPaper,CertificateofDeposit,TreasuryBills.

↳FinancialMarkets-

NatureandSignificanceofPrimaryandSecondaryMarkets,objectivesandfunctions.,indicesofBSE,NSEandDOTCEIand itscalculation.

↳FinancialInstitutions-

Nature,TypesandFunctions,InvestmentBank,InvestmentCompanies,CommercialBanks.

↳TimeValueofMoney-

Riskandreturnanalysis,Conceptand significanceofcostofcapitalanditscomputationConceptand SignificanceofCapitalBudgeting,AppraisalTechniquesfor RiskFreeProjects.

↳WorkingCapitalManagement-

Meaning,Significance&factorsinfluencingthelevelofworkingcapitalmanagement.Management of cash,receivablesand inventory.

↳DividendDecision-

Ploughingbackofprofits,formsofdividends,factorsaffectingdividendpolicy,dividendpayoutdecisions.

↳IssuesofRelevance-

Shareholdersvalueanditscalculation,EVA/VAR,Financialreengineering,Derivatives,Venturecapital financing,stockMarket Indexcalculation,

REFERENCE

- | | |
|---------------------------------|--|
| 1. JFredWeston&EugeneF.Brigham | :ManagerialFinance,АКТОВPublications |
| 2. FranklinR.Edwards &CindyW.Ma | :FuturesandOptions,McGraw-Hill,Inc. |
| 3. JamesVanHorne | :EssentialsofFinancialManagement,PrenticeHall |
| 4. WalkerE. W. | :EssentialsofFinancialManagement,PrenticeHall |
| 5. Srivastava,R.M. | :FinancialManagement,SterlingPublishersPrivateLimited,NewDelhi |
| 6. Srivastava,R.M. | :EssentialsofBusinessFinance,HimalayaPublishingHouse |
| 7. PrasannaChandra | :FinancialManagement,TataMcGraw-Hill |
| 8. Pandey,I.M. | :FinancialManagement,MacmillanIndia |

PATTERN OF EXAMINATION:		Marks
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate set of questions, out of which one set will belong answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals:Class Test/Quizzes(average of 2 best out of 3)	Writeup, Presentation and Participation	30
Total Marks		100

Course Objective:

Total Periods: 40 (4 Credits)

HOSPITAL MANAGEMENT SEMESTER III

Entrepreneurship Management (SESSIONAL)

Concept and Evolution of Entrepreneurship, Classification and type of entrepreneurs, nature and importance of Entrepreneurs, Opportunity Assessment in Entrepreneurship: Feasibility Plan Outline, Environmental Assessment in Entrepreneurship, Entrepreneurial Ventures and Financial Analysis, Writing an Effective Business Plan, Financial Sources for Entrepreneurial Ventures: Venture Capital financing, Angel investors and others, Entrepreneurial issues in various cultural context.

Strategic Management

Introduction to corporate strategy, The strategic management process, Environmental appraisal, socio-political and legal, Organizational Appraisal, Competitive Advantage, Corporate level strategies, Strategic Analysis and choice, Strategy Implementation, Tailoring strategy to fits specific industry and company situations, Changing nature of Strategies in the New Millennium, Strategies in international business.

Legal aspect of Business (SESSIONAL)

The Indian Contract Act, 1872, Nature, offer and acceptance consideration, Agreement vis-à-vis contract, void agreement & voidable contract, Capacity to contract, Free Consent, Legality of Object, Agreement not declared void, Contingent contracts, The Companies Act, 1956, Modification in Companies Act, Companies Act, 2013, Nature of Company, Registration & Incorporation, MOA, Articles of Association its relation with memorandum of Association, Prospectus, Membership, Kind of Share Capital, Debentures, Directors- Position, Appointment, Removal, Power & Duties, Majority Powers and Minority Rights, Prevention of Oppression and Mismanagement, Compromises Arrangements and Reconstructions and Winding Up, Law of Partnership, Nature, Relations and Dissolutions, Introduction to Industrial Law, Employee Provident Fund and Payment of Gratuity Act, 1972, The Consumer Protection Act, 1986, Definitions of Consumer, Person, Goods, Service, Trader, Manufacturer, Unfair and Restrictive Trade Practices, The Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records, Certifying Authorities, Introduction to Corporate Tax Planning, Direct Taxes: Income Tax, Corporate Tax, Indirect Taxes: GST, VAT, Central Excise, Incidence and Impact, Recent Developments in Tax Policy.

HEALTH CARE LAWS, ETHICS AND MEDICAL TERMINOLOGY**Objectives:**

MB 215

FINANCIAL MANAGEMENT

- To get acquainted with the legal provision and issues related to healthcare
- To familiarise with the medical terminologies
- To understand the ethical issues in healthcare system

Total Periods: 40 (4 Credits)**UNIT I**

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership- A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act-Medical Ethics-

UNIT II

Laws relating to Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA- Exemption of Income Tax for Donations- Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969-Recent amendments-Medical Termination of Pregnancy Act, 1971-Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

UNIT III

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994-Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994-Medical Negligence -Medico Legal Case-Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

UNIT IV

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition- Common prefixes and suffixes- Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

UNIT V

Illness-Classification and description of diseases-Infection Control-Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission-Overview of Hospital Services -Intensive care unit - Coronary care Unit - Burns, paraplegic & Malignant disease treatment - Hospital welfare services - Hospital standing services - Indian red cross society-Nursing services-Pharmacy-Medical Stores-Housekeeping-Ward Management - Central sterile supply department-Medical Records - Fatal documents - Medical Registers- Statutory records.

REFERENCES

BMSakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING-
Jaypee Brothers Publications.

Francis CM, Mario C de Souza; HOSPITAL ADMINISTRATION-*Jaypee Brothers Medical Publishers*

PATIENT CARE MANAGEMENT

Objectives:

MB 215	FINANCIAL MANAGEMENT
To understand the importance of patient care management	
To be acquainted with the disaster and safety & Security Management in Hospitals	

Total Periods: 40 (4 Credits)

UNIT I

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals- Patients safety and patient risk management.

UNIT II

Quality in patient care management- Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

UNIT III

Patient classification systems and the role of casemix- Why do we need to classify patients, Types of patient classification systems, ICD9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

UNIT IV

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

UNIT V

Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

REFERENCES:

Goel SL & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF

THE 21ST CENTURY 2004 ed., Deep Deep Publications Pvt Ltd: New Delhi

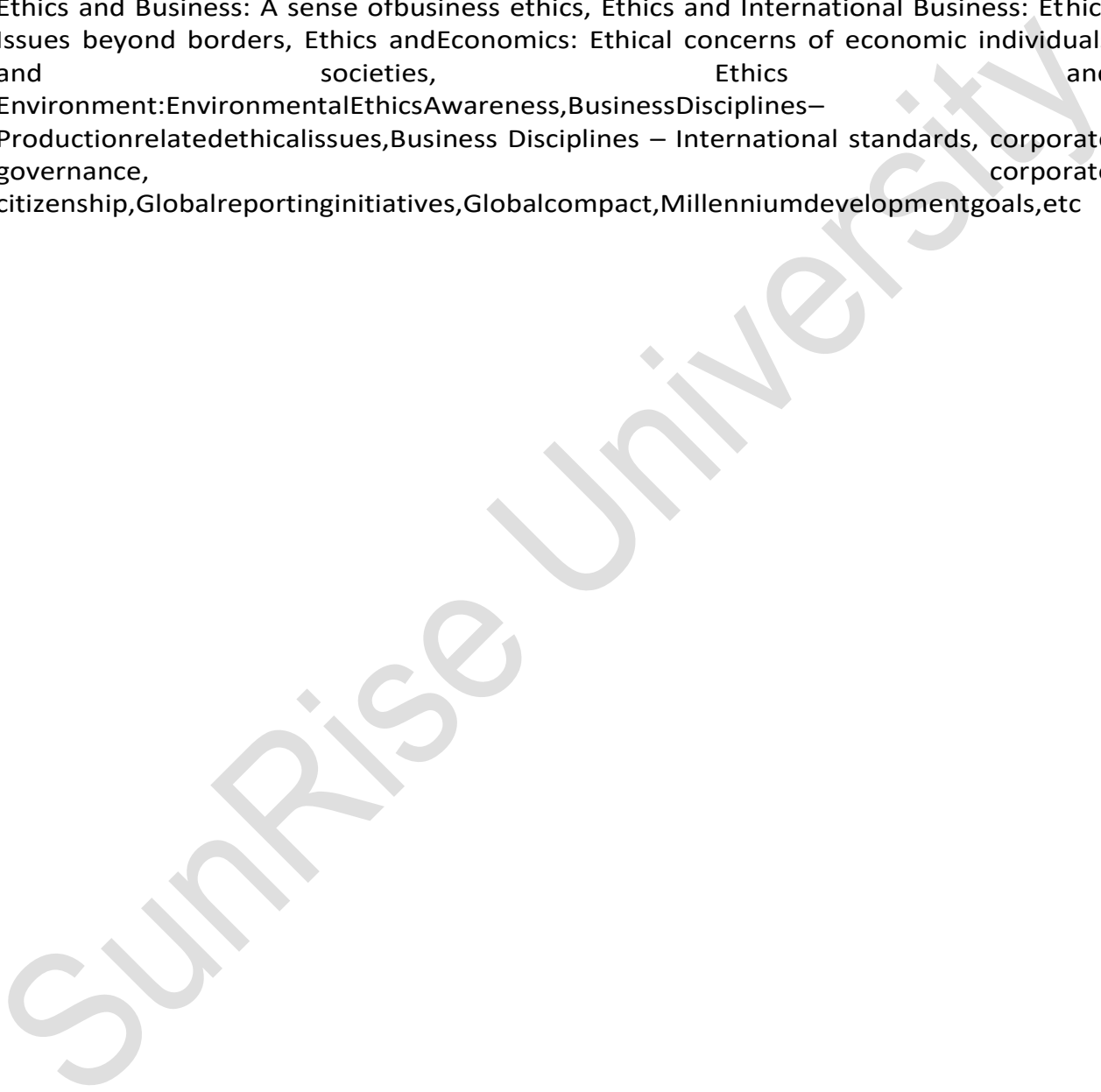
Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., Jaypee, New Delhi

SEMESTER-IV

MB 215	FINANCIALMANAGEMENT
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Business Ethics

Course Objective: of Ethical Behaviour, theories of ethics and ethical development in humans, theories, concepts, Moral Frameworks for Business and Organizational Life, Individual Ethics, Values, and Purpose, Professional Responsibility: Concept and Importance, Conflicts and Ethical Dilemmas – moral & ethical dilemmas, Ethics and Business: A sense of business ethics, Ethics and International Business: Ethics Issues beyond borders, Ethics and Economics: Ethical concerns of economic individuals and societies, Ethics and Environment: Environmental Ethics Awareness, Business Disciplines – Production related ethical issues, Business Disciplines – International standards, corporate governance, corporate citizenship, Global reporting initiatives, Global compact, Millennium development goals, etc



HOSPITAL OPERATIONS MANAGEMENT

Objectives:

MB 215	FINANCIAL MANAGEMENT
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➤ To identify the important functions and its management in Hospitals

➤ To familiarise with the supporting services and procurement management of Hospitals

Total Periods: 40 (4 Credits)

UNIT I

Front Office-Admission-Billing-Medical Records-Ambulatory Care-Death in Hospital-Brought-in Dead-Maintenance and Repairs Bio Medical Equipment

UNIT II

Clinical Services-Clinical Departments-Outpatient department (OPD)-Introduction-Location - Types of patients in OPD - Facilities - Flow pattern of patients - Training and Co-ordination; Radiology - Location - Layout - X-Ray rooms - Types of X-Ray machines - Staff -USG - CT -MRI- ECG.

UNIT III

Supporting Services - House Keeping -Linen and Laundry, - Food Services - Central Sterile Supply Department (CSSD)

UNIT IV

Facility Location and Layout importance of location, factors, general steps in location selection -Types of lay outs - product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipments. Productivity measures, value addition, capacity utilization, productivity-capital operations, HR incentives calculation, applications in hospital.

UNIT V

Purchasing strategy process-organizing the purchasing function-financial aspects of purchasing-tactical and operational applications in purchasing, Inventory Management: valuation and accounting for inventory-physical location and control of inventory-planning and replenishment concepts-protecting inventory; Value Management, Value engineering, value analysis.

REFERENCES

Madhuri Sharma, ESSENTIALS FOR HOSPITALS SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE,

Sakharkar BM, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING,

Jaypee

Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, *New Delhi, 2000*

Prabhu KM, Sood SK, HOSPITAL LABORATORY SERVICES ORGANIZATION AND

MANAGEMENT, *Journal of Academy of Hospital Administration*, 2 (@) 1990

PURCHASEMANAGEMENTANDINVENTORYCONTROLINHOSPITALS

Objectives:

MB 215	FINANCIALMANAGEMENT
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- Course Objective:
- To familiarise with the concepts of procurement
 - To understand stores management and inventory control system

Total Periods: 40 (4 Credits)

UNIT I

Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management – Tendering procedures – procurement procedure – Vendor development and rating – Methods of payment – Letter of credit – Foreign currency payments. – Import documentation.

UNIT II

Inventory control: Definition – objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto's law - ABC / VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

UNIT III

Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Stored documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

UNIT IV

Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

UNIT V

Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management – concept of Just in time and Central purchasing.

REFERENCES:

Mr. K.S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd.,

Mr. Rupnarayan Bose, AN INTRODUCTION TO DOCUMENTARY CREDITS,
Macmillan India Ltd

Mr. B.S Sahay, SUPPLY CHAIN MANAGEMENT, *Macmillan India Ltd*

Mr. Gopalakrishnan & Sunderasan, MATERIALS MANAGEMENT.

HOSPITAL FACILITIES MANAGEMENT

Objectives	FINANCIAL MANAGEMENT
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- Course Objective:**
- To get familiarised with support services systems
 - To get acquainted with hazards and its management in hospital environment
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- Total Periods: 40 (4 Credits)**

UNIT I

Nutrition and Dietary services – Pharmacy services – Medical Records services.

UNIT II

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Biomedical engineering departments in modern hospitals.

UNIT III

Laundry services – Housekeeping services – CSSD – Energy conservation methods – AMC.

UNIT IV

Ambulance services – Mortuary services – Hospital security services.

UNIT V

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards. – Outsourcing of Support services – Waste disposal and management – few case studies.

REFERENCES:

G.D.Kunders, HOSPITAL AND FACILITIES PLANNING AND DESIGN

Jacob Kline, HANDBOOK OF BIO-MEDICAL ENGINEERING

Webster J. Gand Albert M. Coe, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES

Antony Kelly, MAINTENANCE PLANNING AND CONTROL

MB 215	FINANCIALMANAGEMENT
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CourseObjective:

TotalPeriods:40(4Credits)

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