



Bharatiya Vidya  
**Bhavan's**



Rajendra Prasad Institute of  
Communication and Management

SKILLING INDIA SINCE 1961

# RAJENDRA PRASAD INSTITUTE OF COMMUNICATION & MANAGEMENT

**SYLLABI 2023-'24**  
**MANAGEMENT**

# ON MUNSHIJI



*Dr. K. M. MUNSHI - A Shining Star*

***In the Galaxy of eminent men of India,  
Kanhaiyalal Maneklal Munshi is a shining star that still  
beckons humanity to the path of duty and dharma.***

Munshiji's entire career, in fact, consisted of tracing a common thread on which the individual beads of his achievement could be strung. And that thread was his awareness of the greatness of India's cultural heritage. India, that is Bharat; is a phrase that all of us are familiar with. But, in the case of Munshiji, the phrase betokened much more than the opening words of our Constitution. 'Bharat' was for him not just a nation but an ongoing civilization; not an accident of history but a design of destiny. For him the vitality of Indian culture and its self-renewing greatness constituted a living principle.

**- by R. Venkataraman**

*KULAPATI MUNSHI - The Man and His Mission*

***The Bhavan and Kulapati Munshi are synonymous.  
The Bhavan, his lengthened shadow, is the vibrant symbol of the continuing modern Indian  
renaissance which Raja Ram Mohan Roy pioneered in Bengal in the 19th century..***

He created several shrines of learning and culture of which the Bharatiya Vidya Bhavan is the most outstanding. Three things, he felt, were necessary for the revitalisation of Indian Culture: First, the other-worldliness in our outlook, the curse of the past, had to be replaced by a sense of joy in the life as it is lived; Secondly, such of the traditions as were outmoded and stifled the creative vitality of the individual and the collective life had to be replaced by a vigorous, constructive and flexible attitude on life; Thirdly, the fundamental values which had given ageless vitality to Indian culture had to be captured afresh for the younger generation.

**- by S. Ramakrishnan**

*Kulapati Munshi He Scaled Many Peaks of Excellence*

Dr. Kanhaiyalal Maneklal Munshi was versatile and multifaceted. If a person in one field of human endeavour reaches the peak of excellence, we call him or her great. He was not an individual; he was a phenomenon.

***- by Shri H.N.Dastur, Bhavan's Executive Secretary gave a  
heartwarming extempore speech on Kulapati Munshi  
on July 14, 2012 at Bhavan's Bangalore Kendra.***



# T A B L E O F C O N T E N T S

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# M-I

## Industrial Relations & Personnel Management (IRPM / HR)

### Course Outline

Paper 1	Organisational Behaviour	30 hrs
Paper 2	Personnel Management	30 hrs
Paper 3	Human Resources Development	30 hrs
Paper 4	Industrial Relations	30 hrs
Paper 5	Labour Legislations (Social Security & Social Welfare)	30 hrs

Paper: I Organisational Behaviour		Full Marks 100
Sl no	Topics	No of Hours
1	<b>Introduction and Orientation</b> Define PM & IR, value of a systematic study of PM & IR, what managers do, major challenges and opportunities for managers to use PM & IR concepts, need for a contingency approach to the study of PM & IR	1.5
2	<b>The Individual General Characteristics</b> Key biographical characteristics, self-management and effective discipline skills	1.5
3	<b>Ability &amp; Learning</b> Types of ability, four schedules of reinforcement. Role of punishment in learning	1.5
4	<b>Attitudes, Values and Beliefs</b> Dominant values in today's workforce, five value dimensions of national culture, terminal and instrumental values, components of an attitude, relationship between attitudes and behaviour, role of consistency in attitudes, relationship between job satisfaction and behaviour, employee responses to dissatisfaction	1.5
5	<b>Personality</b> Factors that determine an individual's personality, the MBTI personality framework, Cattell's 16 PF framework, key traits in the Big Five personality mode, the impact of job typology on the personality - job performance relationship	1.5
6	<b>Emotions</b> Difference between emotions and moods, felt Vs. displayed emotions, gender-differences in emotions, external constraints on emotions, application of concepts on emotions to work related issues	1.5
7	<b>Perception</b> How two people can see the same thing and interpret it differently, three determinants of attribution, shortcuts in our judgement of others, how perception affects the decision-making process	1.5

8	<p><b>Individual Decision Making</b></p> <p>The rational decision-making model, actions of the boundedly rational decision maker, conditions in which individuals are most likely to use intuition in decision making, styles of decision making, heuristics and how they bias decisions, ethical decision criteria</p>	1.5
9	<p><b>Motivation and Job Satisfaction</b></p> <p>The motivation process, types of motivation, contributions of Robert Owen, Jeremy Bentham's "The Carrot and the Stick Approach", contributions of Elton Mayo, Abraham Maslow's "Hierarchy of Needs Theory"</p>	1.5
10	<p><b>Empowerment and Employee Participation</b></p> <p>Need for employee involvement programmes, contrast participative management with employee involvement, employee empowerment, Quality circles, TQM and Quality management, Six Sigma concepts, re-engineering and continuous improvement</p>	1.5
11	<p><b>The Group Processes</b></p> <p>Difference between formal and informal groups, models of group development, analysis of group interaction, the key factors in explaining group behaviour, influence of norms on an individual's behaviour, social loafing and its effect on group performance, benefits and disadvantages of cohesive groups, strengths and weaknesses of group decision-making, effectiveness of interacting, brainstorming, nominal, and electronic meeting groups</p>	1.5
12	<p><b>Leadership</b></p> <p>Leadership and management The trait theories, the great man/great woman theory. The behavioural theories The Iowa Studies, The University of Michigan Studies, Ohio State University Studies, The Managerial Grid</p> <p><b>Contingency theories</b></p> <p>Fiedler's contingency model, Hersey and Blanchard's situational theory, Leader-member exchange theory, the path-goal theory</p> <p><b>Modern theories</b></p> <p>Charismatic, visionary and transformational leadership</p>	3
13	<p><b>Teams</b></p> <p>Teams in organisations, difference between teams and groups, types of teams, conditions when teams are preferred over individuals, characteristics of effective teams, how organisations can create team players</p>	1.5
14	<p><b>Power</b></p> <p>Leadership and power, bases of power, power tactics and their contingencies, individual and organizational factors that stimulate political behaviour</p>	1.5
15	<p><b>Conflict &amp; Negotiation</b></p> <p>Definition, difference between the traditional, human relation and interactionist views of conflict, task, relationship and process conflict, the conflict process. Distributive and integrative bargaining, steps in the negotiations process, cultural differences in negotiations</p>	1.5

16	<p><b>Communication</b></p> <p>The communication process, kinds of communication formal and informal, advantages and disadvantages of oral versus written communication, factors affecting the use of the grapevine, common barriers to effective communication, behaviours related to effective active listening, gender issues in communication, potential problems in cross-cultural communication</p>	1.5
17	<p><b>Organising</b></p> <p>Structure and Design. Elements that define and organisation's structure. Kinds of organisation structures, characteristics of a bureaucracy, matrix organisation, mechanistic and organic structural models, factors that favour different organisational structures, behavioural implications of different organisational designs</p>	1.5
18	<p><b>Organisational Culture</b></p> <p>Institutionalisation and its relationship to organizational culture, common characteristics of organisational culture, strong and weak cultures, the functional and dysfunctional effects of organisational culture on people and the organisation, factors determining an organisation's culture, factors that maintain and organisation's culture, how culture is transmitted to employees, various socialisation alternatives available, customer-responsive culture, characteristics of a spiritual culture</p>	1.5
19	<p><b>Information Technology and its role in OB</b></p> <p>Various workforce mindsets especially multigenerational work force, globalization/workforce integration and harmonization of practices</p>	1.5
<b>Total Lecture</b>		<b>30</b>

<b>Paper : 2 Personnel Management</b>		<b>Full Marks 100</b>
<b>Sl no</b>	<b>Topics</b>	<b>No of Hours</b>
1	<p><b>Functions of Personnel Management</b></p> <p>Introduction – Concept and Functions, Classification of functions, Difference between Personnel Management and HRM, Functions based on Capacities, Functional areas of Personnel Management, Organizational Planning and Development, Employee Records and Reports, Essentials of good Records and Reports</p>	4.5
2	<p><b>Personnel Policies</b></p> <p>Personnel Policies, Aims and Objectives of Personnel Policies, Need for Personnel Policies, Principles of Personnel Policies, Essential Characteristics of a sound Personnel Policy, Types of Personnel Policies</p>	3
3	<p><b>Managing Manpower</b></p> <p>Importance and need, Organisational Setup and Concept of Organisational Structure, Organisation Structure Designing and Changing, Staffing and</p>	4.5

	Employment – Manpower Planning, Role of HR Manager, Duties and Responsibilities of HR Manager	
4	<p><b>Separations</b></p> <p>Separations – Promotions -Meaning, Definitions, Principles, Base, Purpose and Types Transfers-Introduction, Objective, types, and Policy; Resignations- Exit Interview Process, Discharge / Dismissal, Suspension, Layoff, Voluntary Retirement, Retirement</p>	1.5
5	<p><b>Job Evaluation Techniques</b></p> <p>Introduction, Definition of Job Evaluation, Objective of Job Evaluation, Principles of Job Evaluation Programme, Basic Procedure of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation, Basic Job Evaluation Methods, The Ranking System, Job classification or Grading Method, The points system, “Packaged” Pont Plans, The factor Comparison Method, Essentials of success of Job Evaluation Programmes</p>	4.5
6	<p><b>Wage and Salary Administration</b></p> <p>Introduction -Wages, Salary, and Compensations, Nature and Purpose, Compensation, Reward, Wage Levels and Wage Structures, The Wage Determination Process, Wage Administration Rules, Factors Influencing Wage and Salary Structure and Administration, Minimum, Fair and Living Wage, Basic kinds of Wage Plans, Elements of a good wage plan, Types of wages, Executive Compensation</p>	4.5
7	<p><b>Rewards and Incentives</b></p> <p>Meaning and Features, Determinants of incentives, Classification or types of rewards, Incentive Payments, Wage Incentives, Objectives of Wage Incentives, Demerits of Wage Incentives, Wage Incentive Schemes in India, Short-term Incentive Plans</p> <p>Some important wage incentive plans, Halsey Premium Plan, Halsey Weir Premium Plan, Rowan Premium Plan, The 100 percent Premium Plan, The Bedeaux Point Plan, Taylor's Differential Piece Rate Plan, Merrie's Multiple Piece Rate System, Gantt Task and Bonus Plan, Emerson Efficiency Plan, Co-partnership system, Accelerating Premium system</p> <p>Long-term Wage Incentive Plans, Profit Sharing, The Scanlon Plan, Prevalent systems in India, Precautions against ill effects of incentive plans, Prerequisites of a good wage incentive scheme, Incentive Plans for white collar workers/ salesmen, Incentives for Management employees, Requisites or guidelines for effective incentive plans, Non Monetary Incentives, Awards and Rewards</p>	4.5
8	<p><b>Employee Benefits and Services</b></p> <p>Terminology and Meaning, Fringe Benefits, Coverage of Benefits, Employee Services, Fringe Benefits in India, Total Quality Management – Definition and Importance, Tools to improve Managerial Effectiveness</p>	1.5
9	<p><b>Stress management</b></p> <p>Definition, causes, types – Management of stress, Employee Satisfaction and Development Measures, Employee Retention, Agile HR and Leadership, Reinventing the Work Place</p>	1.5
<b>Total Lecture</b>		<b>30</b>

Paper : 3 Human Resources Development		Full Marks 100
Sl no	Topics	No of Hours
1	<b>Strategic Human Resources Management</b> Nature and Scope of HRM. Meaning and Definition of HRM, Features of Human Resources Management, Functions of HRM	3
2	<b>Job Design and Job Analysis</b> Job Design, Job Rotation, Job Enlargement, Job Bandwidth, Job Enrichment, Job Analysis, Process of Job Analysis Information, Job Description, Characteristics of Good Job Description, Content of Job Description, Job Specification, Job Specification Information, Benefits of Job Analysis	3
3	<b>Human Resources Planning</b> Basis for Human Resources Planning, Meaning and Objectives of Human Resources Planning, Benefits of Human Resources Planning, Factors Affecting Human Resources Plan, Process of Human Resources Planning, Analysing Corporate Strategy, Forecasting Demand of Human Resources Requirement, Supply Forecasting, Redeployment, Redundancy/ Retrenchment, Training, Productivity, Retention, Problems in HR Planning, Recent Implications, Recent trends in HR Planning	4.5
4	<b>Recruitment</b> Definitions and Objectives, Strategic Management and Recruitment, Recruitment Strategies, Recruitment Policy, Centralized Vs. Decentralized Recruitment, Search for Prospective Employees, Traditional Sources of Recruitment, Internal Sources – Advantages, External Sources, Stimulating Candidates to apply	3
5	<b>Selection, Placement and Induction</b> Meaning and Definition, Selection Procedure, Essentials of Selection Procedure, Role of Selecting Org. Efficiency, Steps in Scientific Selection Process, Written Exam and Tests, Preliminary Interview, Medical Examination, Referral Checks and Antecedent Checks, Final Decision, Job Offer, Placement, Induction, Company, Department, Superiors, Subordinates	3
6	<b>Performance Appraisal</b> Introduction, Meaning, Need, Purposes, Content of Performance Appraisal, Appraisers, Methods of Performance Appraisal, Traditional Method, Ranking Method, Paired Comparison Method, Forced Distribution Method, Checklist Method, Critical Incident Method, Modern Methods, Behaviourally Anchored Rating Scales, Assessment Centres, Human Resources Accounting, Management by Objectives, Psychological Appraisal, Managerial Appraisal, Uses of Performance Appraisal, Problems of Performance Appraisal, How to minimise the problems, Recent developments	4.5
7	<b>Training and Development</b> Meaning, Importance, Benefits of Training, Need for Training, Training Objectives, Assessment of Training Needs, Training Methods, On the job Training, Training Procedure, Advantages of Training, Evaluation of Training Programme, Learning	3



	and Learning theories, Executive Development, Executive Development Programs, Gap Analysis method and usage	
8	<b>Career Planning and Development</b> Introduction, Career Stages, Career Anchors, Career Planning, Career Planning Vs Manpower Planning, Career Planning Vs Succession Planning, Advantages and Limitations of Career Planning, Effective Career Planning, Career Development – Individual and Organisation, Career Management, Managerial Communication	3
9	<b>E-HRM (Electronic-human resource management)</b> Definition of E-HRM, Elements of E-HRM, Types of E-HRM, Goals of E-HRM, Role of E-HRM, Advantages of E-HRM, Disadvantages of E-HRM and Functional Areas /Practices of E-HRM	3
<b>Total Lecture</b>		<b>30</b>

<b>Paper : 4 Industrial Relations</b>		<b>Full Marks 100</b>
<b>Sl no</b>	<b>Topics</b>	<b>No of Hours</b>
1	<b>Characteristics of Indian Labour</b> Social Composition, Gender Composition, Absenteesm and Labour Turnover, Migration, Heterogeneity	3
2	<b>Industrial Relations</b> Concept (Definitions) and Objectives Causative Factors for Modern Industrial growth, Evolution of Modern Industrial Labour and various approaches towards labour (Commodity Approach, Machinery Approach etc.), Sectoral Distribution of Labour Force, Employment in unorganized industries, Human Resource Development in Perspective, Impact of Industrial Revolution, Industrial Relations Concept, Scope and Aspects of Industrial Relations, Components of Industrial Relations Systems, Workers, Management, government, Approaches to Industrial Relations, Psychological Approach, Sociological Approach, Human Relations Approach, Gandhian Approach, Systems Approach, Socio-Ethical Approach	4.5
3	<b>Anatomy of Industrial Conflicts</b> Genesis of Industrial Conflict/Dispute, Concept and essential of a Dispute, Classification of Industrial Disputes, Cause of Industrial Disputes – Industry Related, Management Related, Government Related, Other Causes, Strikes, Types of Strikes	3
4	<b>Trade Union</b> Concept of Trade Union, General Features of Trade Unions, Function of Trade Unions, Types and structure of Trade Union, Unions classified by purpose, Unions classified by membership structure, Problems of Indian Trade Unions and remedial measures, Trade Union Security	3

5	<b>Collective Bargaining</b> Concept and Origin, Main Features of Collective Bargaining, Importance of Collective Bargaining, Principles of Collective Bargaining, Issues that are to be included in Collective Bargaining. Discussions, Procedures (Process) of Collective Bargaining	3
6	<b>Worker Education and Training</b> Concept, Objectives of Worker Education, Worker Education in India	1.5
7	<b>Levels of Worker Participation in India</b> Concept, Objectives of Worker Participation in Management, Forms of Participation, Levels of Participation	1.5
8	<b>Employee Grievance</b> Concept, Causes, Grievance Redressal	1.5
9	<b>Industrial Discipline</b> Industrial Discipline, Disciplinary Procedures, Principles of Natural Justice,	3
10	<b>Industrial Relations Act</b> Trade Union Act 1926, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act 1946, Equal Remuneration Act 1976, Employment Exchange Compulsory Notification Act 1959, Payment of Bonus Act 1965	6
<b>Total Lecture</b>		<b>30</b>

<b>Paper : 5</b> <b>Labour Legislations (Social Security &amp; Social Welfare)</b>		<b>Full Marks</b> <b>100</b>
<b>Sl no</b>	<b>Topics</b>	<b>No of Hours</b>
1	<b>Scheme of Social Security</b> Definition, Aims & Objectives, Social Assistance, Social Insurance, Financing of Social Security Schemes, Social Security and the National Economy, Contract Labour, Casual Labour	4.5
2	<b>Labour Welfare</b> Concept and basic features, Need for Welfare Work, Aims and Approaches to Labour Work, Need for legislation, evolution of labour legislations	4.5
3	The Code on Wages 2019	3
4	The Occupational Safety, Health and Working Conditions Code 2020	3
5	The Code on Social Security 2020	3
6	Glimpses of the Industrial Relations Code 2020	6

7	Functioning and role of International Labour Organisations	3
8	The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013	3
<b>Total Lecture</b>		<b>30</b>

### **Recommended Books**

Burton and Thakur, Management Today: Principles and Practice. McGraw Hill Education (India) Private Limited, 01 Edition.

Koontz and O'Donnell, Management. Publisher: Tata McGraw - Hill Education, 02 Edition.

C.S.Venkataraman, Industrial Relations. Oxford University Press, 01 Edition.

E.A. Ramaswamy and Uma Ramaswamy, Industry and Labour. Oxford University Press.

Ratna Sen, Industrial Relations in India. Laxmi Publications-New Delhi, 02 Edition.

Universal's Legal Manual , Labour and industrial law , Universal Law Publishing Co., 2

K.N.Vaid, Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.

Keith Davis and Newstorm, Organisational Behaviour, Tata McGraw Hill Publishing Co. Pvt., Ltd.

Fred Luthans, Organisational Behaviour, McGraw Hill Publishing Co., Ltd.

Harvard Business Review (Journal).

### **Online Reference**

Coping with stress at work <https://www.apa.org/topics/healthy-workplaces/work-stress>

The benefits of eHRM and AI for talent acquisition <https://www.emerald.com/insight/content/doi/10.1108/JTF-02-2020-0013/full/pdf?title=the-benefits-of-ehrm-and-ai-for-talent-acquisition>

What is Negotiation and Conflict Management? <https://www.pon.harvard.edu/tag/negotiation-and-conflict-management/>

# M-2

## Materials Management

### Course Outline

Paper 1	An Overview of Materials Management	30 hrs
Paper 2	Purchasing Management	30 hrs
Paper 3	Inventory Management	30 hrs
Paper 4	Stores Management- Part I	30 hrs
Paper 5	Stores Management-Part II	30 hrs

Paper: I An Overview of Materials Management		Full Marks 100
Sl no	Topics	No of Hours
<b>Section : I - Organisation for Materials Management</b>		<b>50 Marks</b>
	<b>Importance of Materials Management</b>	
1	Introduction, Importance of Materials Management- Profit Centre, Objectives of Materials Management, Definition and Scope of Materials Management, Integrated Systems Approach to Materials Management, Observations of the Parliamentary Committee on Public Undertakings	3
	<b>Organisation</b>	
2	Organising Principles, Status of Materials Management, Organisation Charts, Single Plant Operation, Multiplant Operation, Interdepartmental Relations, Materials Management and Production, Materials Management and (a) Engineering and (b) Design, Materials Management and Planning, Materials Management and Maintenance, Materials Management and Finance, Materials Management and Marketing, Materials Management & Personnel, Materials Management and Legal	4.5
	<b>Materials Planning &amp; Budgeting</b>	
3	Importance, Definition, Techniques, Guidelines, Budgeting	3
	<b>Price Forecasting</b>	
4	Importance, Approaches, Price Forecasting Techniques, Thumb Rule for Price Forecasting, Extrapolation of the same price series (Time Series), Relation with Another Price Series, Control	3
	<b>Corporate Policy and Materials Management</b>	
5	General Corporate Policy, The Concept of MBO, Scope, Make or Buy, Quality Requirements, Quantity Requirements, Cost Aspects	3

	<b>Section – II : Quantitative Methods &amp; Computer Applications</b>	<b>30 Marks</b>
	<b>Operations Research Techniques in Materials Management</b>	
1	What is Operations Research?, Linear Programming For Stock Allocation, Solution to the Transportation Problem, Test for Optimality, Learning Curve for Negotiations, Using and Determining the Learning Curve Parameter, Delphi Concept for Futurology	1.5
	<b>Role of 'Pert' in Materials Management</b>	
2	What is Pert?, Events and Activity, Purchasing Application of Pert, Network Analysis, Critical Path, Computer, Master Network, Manpower Planning, Time-cost Relationships	1.5
	<b>Computers in Materials Management</b>	
3	Electronic Computer, Integrated Computer System for Materials Management, Materials Planning, Purchasing and Inventory Management, Operational and Exceptional Reports, Conclusion	1.5
	<b>Computer Applications in Materials Management</b>	
4	Advent of Computers, Data, Input, Output, electronic Data Processing (EDP), Ideal Areas for Computerisation, Preliminary Groundwork, Aims of Computerisation, Requirements of a Good Information System, Types of Output, Typical Outputs, Other Outputs	1.5
	<b>Section – III: Managerial Economics</b>	<b>20 Marks</b>
	<b>The Nature and Scope of Managerial Economics</b>	
1	What is Managerial Economics is about? The Nature of Managerial Decision Making, The Types of Business Decisions, Managerial Decision Making Process	1.5
	<b>Demand and Demand Function</b>	
2	Significance of Demand Function for a Business Manager, Individual Demand, The Law of Demand, Market Demand Function, Individual Demand Functions and Market Demand Function, Factors Determining Demand, Demand for Durable Goods	1.5
	<b>Elasticity of Demand</b>	
3	Various Concepts of Demand Elasticity, Price Elasticity of Demand, Measurement of Price Elasticity, Determinants of Price Elasticity of Demand, Cross Elasticity of Demand, Income elasticity of Demand	1.5
<b>Total Lecture</b>		<b>30</b>

Paper : 2 Purchasing Management		Full Marks 100
Sl no	Topics	No of Hours
1	<b>Materials Management: Some Basic Concepts</b> An introduction to Management, Management of Material Resources, Definition of Materials Management, A Systems Approach, Objectives of Materials Management, Material is Money	1.5
2	<b>The Purchasing Function</b> Introduction, Objectives and Scope, Organisation of the Purchasing Function, Centralisation and Decentralisation, Purchasing Activities within a unit, Organisation of Purchase Department, Support Services, Purchase Department in the Organisation Structure, Delegation of Powers, Impact of Purchasing on Profitability, Relationship with other Functions	1.5
3	<b>The Purchasing Cycle</b> Introduction, Origin of the Need to Purchase, Authority to Purchase, Purchase Plan	1.5
4	<b>Quality Assurance in Purchasing</b> Introduction, Specifying Quality, Defining the Right Quality, Over-specifying, Reliability, Quality Specifications, Design and Specification: Role of Supplier and Buyer, Standardisation, Quality Assurance and Control Aspects, Quality Certification, Rejection Procedures, Zero Defects, Quality: Some Views, The Philosophy of Quality Assurance.	1.5
5	<b>Determining the Right Quantity for Purchase</b> Introduction, Sales Forecasting, Production Forecast, Production Planning, Bill of Materials, Economic Order Quantity, Quantity Discounts, Inventory Control, Annual Contracts, Materials Requirements Planning	1.5
6	<b>Choosing the Right Supplier</b> Introduction, Source of Information on Potential Vendors, Evaluation of Potential Suppliers, Plant Visits, Evaluation of Suppliers, New Thinking in regard to Suppliers, Development of Ancillary Industries, Pricing, Ancillary Development in the government and Public Sector	1.5
7	<b>Determining Price</b> Introduction, Forecasting Availability and Prices of Goods and Raw Materials, Price Terms, Price and Cost, Price-Cost Analysis, Learning Curve, The Right Price, Real life example of deriving landed cost and determining LI	1.5
8	<b>Calling for Bids and Receiving and Evaluating Quotations</b> Calling for Bids, An Enquiry or Invitation to Bid, Evaluation of Bids, Reciprocal Trading, Trading within groups, Group Purchasing	1.5
9	<b>Make-or-Buy and Buy-or Lease Decisions and Sub-contracting</b> Introduction, Factors involved in make-or-buy decisions, Making in one's own company, Buying from outside sources, Modern Trends, Buy-or-Lease decisions, Definition, Utility of Lease, Advantage of Leasing, Disadvantages of Leasing, The structure of a lease agreement, Growth of leasing in India, Sub-contracting	1.5

10	<b>Negotiations</b> Introduction, Negotiation in Purchasing, Personal abilities and qualifications, Planning for the negotiation, Organising for the negotiation, Negotiating strategy and tactics, The Negotiation process,	1.5
11	<b>Legal Aspects of Purchasing</b> Introduction, The sale of goods Act 1930, The Price, Delivery, The Indian Contract Act 1872, Discharge of a contract, Agency, Arbitration, Powers and Duties of Arbitrator	3
12	Expediting or Follow-up of Order Introduction, Follow-up Section, Records of supplier's delivery performance, Progressing procedures	1.5
13	Receiving and Inspection Introduction, Inwards goods department Or Receiving section, Quantity Checking, Quality Checking, Inspection Methodology, Rejection of goods	1.5
14	Public Buying Introduction, Procedure for Purchases, Payments, Disposal, Purchase by Ministries and Government Departments, Value for Money: A Checklist of factors relevant to procurement decisions, Medium-term considerations, Longer-term considerations, Training, Recommendations, Public Sector Undertakings, Import, and Role of Computerization / SAP in Purchasing Management.	1.5
15	<b>Purchase Department: Forms and Records</b> Introduction, Purchase Department Forms, Purchase Records	1.5
16	<b>Purchase Budgets and Control of Purchasing Costs</b> Introduction, Purchase Budgets, Monitoring the Purchase Budget, Control of Purchasing Costs	1.5
17	Various case studies on purchasing management	3
<b>Total Lecture</b>		<b>30</b>

<b>Paper : 3 Inventory Management</b>		<b>Full Marks 100</b>
<b>Sl no</b>	<b>Topics</b>	<b>No of Hours</b>
1	<b>Importance and Scope of Inventory Control</b> Introduction, Definition, Need for inventory control, Purpose and function of inventory, Factors influencing inventory, Impact on Profitability, The Environment of Inventory Management, Mechanics of Inventory Control, Cycle of Control, Organising for inventory control	3
2	<b>Deciding What to Stock and How Much to Order</b> Introduction, Adhoc decisions on inventory, How much to be ordered – The Economic order quantity, Determining stock levels, Methods of controlling stock levels, Fixed time system, Imprest stock control, Open Access Bins, Two Bin System	3
3	<b>Buffer Stocks</b> Introduction, Service Level, Buffer Stocks, Worked out Examples	1.5

4	<b>Selective Inventory</b> Introduction, Selective Inventory Control, A-B-C Classification, H-M-L- Classification, V-E-D Classification, S-O-E Classification, G-O-L-F Classification, F-S-N Classification, S-O-S Classification, X-Y-Z Classification, Using Combination, General	3
5	Classification, Standardisation and Variety Reduction Introduction, Accounts, Codification, Standardisation, Variety Reduction	1.5
6	<b>Management of Spare Parts</b> Introduction, Types of Spare Parts, Costs and other factors involved, Approaches to Spare Stocking, Capital and Insurance spares, Maintenance spares, Rotable spares, Reconditioning and Overhauling Policies, Obsolescence of spares, Initial Provisioning of Spares, Storage	3
7	<b>Work-in-Progress Inventories</b> Introduction, Identification of factors influencing inventories, Methods of control, Reporting on WIP	1.5
8	<b>Finished Goods Inventories</b> Factors Influencing Inventories, Control Measures, Organisation for control	1.5
9	<b>Inventory Checking and Accounting</b> Introduction, Techniques of Inventory Checking, Investigation of Discrepancies, Inventory Accounting, Valuation of material issues, FIFO (First-in-First Out Method), LIFO (Last in first out method), HIFO and NIFO, Base Stock, Simple Average Method, Weighted Average, Periodic Simple Average Method/ Weighted Average Method, Inventory Valuation, Stock Discrepancies	3
10	<b>Modern Trends in Inventory Management</b> Introduction, Master Production Schedule, Benefits of MRP, Manufacturing Resources Planning –MRP II, Just-In-Time (JIT), The Primary Causes of Inventories, Manufacturing, Set-up Times, Warehousing Costs, Handling Cost, Buyer-Supplier Relationship, Worker Participation	3
11	<b>Evaluation of Inventory Performance</b> Introduction, Basic Factors involved, Valuation, Norms for Inventory, Indicators of Efficient Performance, The control function	1.5
12	<b>Reporting to Management on Materials Management</b> Introduction, Reports to Management, Reporting on performance of the Materials function, Management Ratios	1.5
13	Concept of ERP in materials management, SAP	3
<b>Total Lecture</b>		<b>30</b>



Paper : 4 Stores Management- Part I		Full Marks 100
Sl no	Topics	No of Hours
1	<b>The Stores Function</b> Introduction, The logistics Chain, Recent trends in Management, Materials Management, Stores Management, Objectives and responsibilities of the stores function, Interrelationship between the store and other departments	4.5
2	<b>Stores Organisation</b> Introduction, Stores Organisation, Centralised and decentralized stores, Types of stores, Public and Private Warehouse, Location of store, Stores procedures, Stores Manual	4.5
3	<b>Stores Location, Building and Layout</b> Site location, Stores Building, Principles of building Design, Storage facilities, Small storerooms, Storage location systems, Materials Handling Equipment	4.5
4	<b>Material Location, Systems</b> Need for Coding, Codification, Codification for Spare Parts and Components, Monitoring the Codification system, Standardisation, Variety Reduction	4.5
5	<b>Receiving and Inspection</b> The Receipt Section, Location of receipt section, Organisation, Functions and responsibilities of the receipt section, Receipt procedures, Inspection Methodology, Clearing Goods, Claims	4.5
6	<b>Storage System</b> Storage Objectives, Importance of Efficient Storage, Storage Methods, Definition, Types of Storage Equipment, Stockyards, Location and layout, Hired Stockyards, Stockyard Maintenance, Storage at project sites, Automated Storage, Checklist for Efficient Storage Operations	4.5
7	<b>Scrap Declaration and disposal policy</b> General Introduction Scrap declaration and disposal committee, Financial powers, Reserve Price, Method of disposal, Issuance of Sales order, Delivery order and related matters, Disposal of Hazardous waste and others under PCBI norms. De-capitalization of Scrapped items	3
<b>Total Lecture</b>		<b>30</b>

Paper : 5 Stores Management-Part II		Full Marks 100
Sl no	Topics	No of Hours
1	<b>Preservation of Materials in Storage</b> Deterioration of Materials, Storage Hygiene, Preservation Measures	3
2	<b>Materials Handling</b> Basic considerations, Rules for materials handling, Types of Materials Handling Equipment, Training in Materials Handling, Care and Safety in Materials Handling, Palletisation and Containerisation, Checklist to assess efficiency of materials handling operations, Some symptoms of inefficiency in materials handling	3

3	<b>Issue of Materials from the Store</b> Authorisation, Indenting for materials, Order picking, Procedures for issue, Issues to Sub-contractors, Loan of materials, Imprest Issues, Rules governing issue of materials, Despatch of finished goods to customers, Order picking and packaging, Transport, Total distribution cost concept	4.5
4	<b>Stock Verification</b> Need for stocktaking, Techniques of Stocktaking, Investigation of discrepancies, reconciliation, stock adjustment and write-off	3
5	<b>Scrap and Surplus Materials</b> Definition, Obsolete and surplus materials, Identifying surplus and obsolete stocks, Scrap Management, Disposal, Reclamation	4.5
6	<b>Safety and Security</b> Accidents, Safety of materials handling equipment, Security, Theft, Legal aspects of storekeeping, The Factories Act	4.5
7	<b>Computerisation of the Stores Function</b> (I) Modern trends: Section should include software like ERP which is globally used all MM functions	4.5
8	Stores Records	3
<b>Total Lecture</b>		<b>30</b>

### **Recommended Books**

1. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.
4. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
5. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
6. Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.
7. Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman & Hall, 1997.
8. Moore, J.M., Plant layout and Design, Macmillan New York.

### **Online Reference**

What is, Material Management Process Flow <https://www.guru99.com/overview-of-sap-mm-module.html>

Improving the Performance of Planning and Controlling Raw Material Inventory in Food Industry [https://www.riejournal.com/article\\_140491\\_3c9b4d0b299ad3ed0c68c22e23c04a83.pdf](https://www.riejournal.com/article_140491_3c9b4d0b299ad3ed0c68c22e23c04a83.pdf)

# M-3

## International Trade

### Course Outline

Paper 1	International Marketing	30 hrs
Paper 2	Economics Analysis & Marketing Research	30 hrs
Paper 3	Financial Management For Export Enterprise	30 hrs
Paper 4	International Business Environment	30 hrs
Paper 5	Export Import Practices, Procedures & Documentation	30 hrs

Paper: I International Marketing		Full Marks 100
Sl no	Topics	No of Hours 30
1	International Marketing - Scope & Task, The growth and Importance of International Trade	
2	Marketing in the International Marketing Framework - Cultural, Political and Legal environment facing International Business	
3	Import restraints - the core of the system (Tariff Barriers)	
4	Trade Policies of select developing (like Brazil) and developed countries (like USA - based on WTO Review)	
5	Pattern of Export Competitiveness	
6	International Capital Movements Magnitudes & Consequences - Flows of FDI, FDI inflows & impact on Export expansion	
7	Market size analysis - Selection & Evaluation of the markets, Methods of entry into Export Markets, Marketing Mix.	
8	Product Policy and Planning	
9	Export Pricing – Concept	
10	Branding	
11	Total Quality Management - Quality Inspection, ISO 9000	
12	Packaging	
13	Promotion and Advertising & Sales Promotion	
14	Channels of Distribution - General channel of distribution, selection of agent : Criteria	
15	Selection of Agents and Distributor Agreements	

16	Legal aspects of International Marketing - Arbitration
17	Settlement of Disputes
18	Restrictive Business Trade Policies
19	Designing an Export Strategy – Export Promotion Plan
20	Incoterms 2000 - International Commercial Terms used in Export Import
21	Marketing of Core Industrial manufacturing Products ,Engineering Exports, Electronics Pharmaceuticals, Medical Devices/Equipment, Leather products and textiles, Gems & Jewellery Sector, Natural Resource Based Exports,Agricultural Products, Plantation Products
22	International marketing in SERVICES SECTOR -Tapping the POTENTIAL, Information technology, Medical Transcription, Insurance Sector, Accounting Back Office, Mobile Applications
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper : 2 Economics Analysis &amp; Marketing Research</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
<b>Section I – Economic Analysis</b>		<b>50 Marks</b>
1	Business Economics – Concepts	
2	Economic Analysis with reference to International Trade	
3	Demand Analysis Law of Demand, Importance of the concept of Demand, Elasticity of Demand. Demand Forecasting: Concept, Tools & Importance	
4	Market Structure and Producers Behaviour Perfect Competition, Oligopoly and Monopoly and Price Behaviour in each, Profit Theories	
5	National Income	
6	Monetary and Fiscal Policy	
7	Trade Organizations	
<b>Section II – Marketing Research</b>		<b>50 Marks</b>
1	Marketing Information System for International Trade	
2	Need for Marketing Research, Estimation of Demand Potential	
3	Sources of Information, Routine of Desk Research, Primary data collection system	
4	Marketing Information System	

5	Developing and Testing Questionnaires
6	Product Research
7	Research on Marketing Practices
8	Sampling
9	Techniques of Overseas Market Research, Preparing Market – Survey Report
10	Identifying Products For Export, Global Market Selection, Export Sales Leads and Agents, Understanding Foreign Exchange Rates
11	Export Cost centres, Product sampling, Value Chain in Export operations, Sourcing from Domestic Tariff Area(DTA), Export Oriented Unit(EOU) and SEZ
12	Incentive Schemes for Exports from India, COSTINGS -CIF, C&F, FOB ETC
<b>Total Lecture</b>	
	<b>30</b>

<b>Paper : 3 Financial Management For Export Enterprise</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Financial Accounting : Purpose & tools overview & perspective for International Business	
2	Analysis of Financial Statements Balance sheet Profit and Loss Account; Projections; Ratio	
3	Working Capital Management	
4	Export Finance - Per-shipment, Post Shipment; Factoring, For freighting	
5	Foreign Exchange Management Act	
6	<b>Foreign Exchange Rate Mechanism</b> Hedging, Derivatives, Options Currency Fluctuations, Foreign Exchange Cover	
7	Remittances Inward & Outward Export - related Remittances	
8	Payment/Settlement terms including Letters of Credit	
9	Export Pricing, Credit Risk Management	
10	Negotiations of Export Documents and Role of Banks	
11	Project Exports – Financial Aspect	
12	Financial implication on International Operation of Export- Import Policy	
13	Understanding FEMA Guidelines, FEMA Guidelines / Directions of RBI /export transactions, Master directions of RBI relating to export transactions	

14	Export Promotion Councils, Trade Associations, Viability Test : SEZs ; 100% EOU, STPS
15	SWOT Analysis, Export Risks Management, Role of Supporting Exporters
16	Foreign Sales Agents and their importance, Export License and banks
17	Warehousing and Storage Cost management, Logistics Cost Management
18	Ensuring full and on-time international payments, Letter of Credit and implication of UCP-600 rules. Implications of Uniform Customs and Practice for Documentary Credits; UCP-600 rules
19	Export Business' Working Capital, Duty free inputs for your export products-financial implications
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper : 4 International Business Environment</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Basis of Trade, International Trade and Economic Growth	
2	Instruments of Trade Policy, including Exchange Rate Policy, Devaluation & Convertibility of Indian Rupees	
3	Balance of Payment concept, India's Balance of Payments	
4	Institutional framework for Foreign Trade	
5	<b>India's foreign trade</b> Composition and direction, Past and Present trends.	
6	Export Marketing Problems & Prospects of Major Traditional and Non-traditional products	
7	Free Trade Zones	
8	Trade in Services including Indian Software and ITES Export	
9	Indian Joint Ventures abroad, MNC's and their role in Indian Economy	
10	Role of International Transport in India's Foreign Trade	
11	Impact of Globalisation and Liberalisation on India's Foreign Trade	
12	International Economic Institutions IMF, IBRD, WTO, UNCTAD, WTO and India	
13	Regional Economic Groupings	
14	Incoterms 2000 - International Commercial Terms used in Export Import, International Currencies and Converter, International Relations, Friendly Nations, Allies	
15	Foreign Embassy In India and their Role, Role of Indian Embassy Abroad	

16	Free Trade Agreements, India's FTA with Bhutan, Sri Lanka, Nepal, SAFTA, Pakistan, Malaysia, Myanmar, Maldives, Chile, etc
17	Inspection Certificates and Quality Control, Importance of Insurance, WTO and its role in international trade, Quality Complaints and Trade Disputes in International Trade
18	Inspection Certificates and Quality Control, Importance of Insurance, WTO and its role in international trade, Quality Complaints and Trade Disputes in International Trade
19	Safeguard Duty, Anti-dumping laws
20	<b>FIEO</b> Federation of Indian Export Organisations roles & importance, Ministry of Commerce Handholding in Global trade
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper : 5 Export Import Practices, Procedures &amp; Documentation</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
<b>Section I – Exim Policy</b>		<b>20 Marks</b>
1	<b>Export Import Policy</b> Structure, Objective Highlights, etc.	
2	<b>Various schemes</b> Export Promotion Capital Goods Scheme, Duty Exemption Scheme, Demand Exports, 100% EOUs, Export Promotion Zones. Special Economic Zones etc	
3	Procedures	
<b>Section II - Procedures &amp; Documentation</b>		<b>80 Marks</b>
4	Need and importance of Procedures and documentation in International Trade	
5	Registration for Export-Import Business: Mandatory/Optional	
6	Export Documentation Framework	
7	INCO Terms (Delivery Terms)	
8	Export Contract	
9	Various Export/Import Documents	
10	Inspection - Quality Control	
11	Marine Insurance	
12	Product Liability	
13	Selection of Customs House Agent	

14	Customs Clearance - Procedures
15	Shipping
16	Export benefits - Central Excise Rebate, Duty Drawback, MDA
17	Import Management - Procedures and Exchange Control
18	DGFT and its scope, Role of CBIC, Customs, DGoV, DGI, DGGI, ED etc
19	List of Indian HS Classification, ITC HS Code, Exim Policy -2020, ITC(HS) Export Policy, ITC(HS) Import Policy, Harmonized System Code
20	Importers Exporters Code Number, Input Output Norms SION, Exim Procedure, HANDBOOK, HOW TO READ
21	Customs Tariff Headings - How to read and interpret, Exim Procedures, Ayaat Niryaat form and its relevance, EPCG licences and its importance, Registration of Exporters
22	Ports, Sea Ports, Major Ports, Minor Ports, Dry ports, ICD, CFS
23	Rules of Origin & Certificates of Origin, Zero rating of exports under GST
24	Documentation for availing incentive schemes, IGST REFUNDS
25	Analysing Error Code reports
<b>Total Lecture</b>	
	<b>30</b>



# M4

## Hospital Management

### Course Outline

<b>SEMESTER – I</b>	
1	Principles and Practices of Management & Organisational Behaviour
2	Managerial Accounting & Financial Management
3	Hospital Planning
4	Medical Terminology & Procedures
5	Hospital Administration
6	Viva Voce on Journal /Recent Advances Related to Hospital Administration / Management
<b>SEMESTER – II</b>	
7	Human Resource Management
8	Laws Related to Hospital & Medical Services
9	Material Management & Inventory Control
10	Healthcare & Administration of Clinical & Non-clinical Services
11	Computer Fundamentals & Software Related to Hospital Management
12	Project Report & Viva Voce based on Project Report

<b>SEMESTER I</b>	
<b>Paper I</b>	
<b>Principles and Practices of Management and Organizational Behavior</b>	
	Hours 15
01.	Basic concepts of Management <ul style="list-style-type: none"> <li>• Definition</li> <li>• Evolution of Management Thought</li> <li>• Functions of Management</li> <li>• F.W.Taylor and Henry Fayol's contribution</li> </ul>
02.	Planning <ul style="list-style-type: none"> <li>• Nature and Purpose</li> <li>• Setting Objectives</li> <li>• Management by Objectives</li> <li>• Steps and Hierarchy of Plans</li> </ul>

03.	<p>Organizing</p> <ul style="list-style-type: none"> <li>• Nature and Purpose</li> <li>• Departmentation</li> <li>• Line and Staff Authority -</li> <li>• Decentralization – Centralization</li> <li>• Authority</li> <li>• Responsibility</li> <li>• Accountability and Power</li> </ul>
04.	<p>Directing</p> <ul style="list-style-type: none"> <li>• Communication – Process of Communication Hierarchy</li> <li>• Maslow's Need of Hierarchy and Herzberg two factor theory</li> <li>• Leading – Trait Theory, Blake and Montain's Managerial Grid, Hersey Blanchard's Situational Leadership</li> </ul>
05.	<p>Controlling and Coordinating</p> <ul style="list-style-type: none"> <li>• Process of Controlling</li> <li>• PERT</li> <li>• CPM</li> <li>• Work Study</li> <li>• Operations Research</li> <li>• Quality Circles</li> <li>• Kaizen</li> </ul>
06.	<p>Decision making</p> <ul style="list-style-type: none"> <li>• Nature &amp; purpose</li> <li>• Principles</li> </ul>
07.	<p>Organizational Behavior</p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Importance</li> <li>• Historical Background</li> <li>• Fundamental Concepts of OB</li> <li>• 21st Century Corporates</li> <li>• Different models of OB i.e. autocratic, custodial, supportive, collegial &amp; SOBC</li> </ul>
08.	<p>Personality &amp; Attitudes</p> <ul style="list-style-type: none"> <li>• Meaning of Personality</li> <li>• Development of Personality</li> <li>• Nature &amp; dimensions of attitude</li> <li>• Job Satisfaction</li> <li>• Organizational Commitment</li> </ul>
09.	<p>Motivation</p> <ul style="list-style-type: none"> <li>• Motives</li> <li>• Characteristics</li> <li>• Classification of Motives</li> <li>• Primary Motives</li> <li>• Secondary Motives</li> <li>• Morale</li> <li>• Definition &amp; relationship with productivity</li> <li>• Morale Indicators: Theories of Work motivation</li> <li>• Maslow's Theory of Need Hierarchy</li> <li>• Herzberg's Theory of Job Loading</li> </ul>
10.	<p>Group Dynamics &amp; Teams</p> <ul style="list-style-type: none"> <li>• Theories of Group Formation</li> <li>• Formal Organization &amp; Informal Groups &amp; their interaction</li> </ul>

- Importance of teams
- Formation of teams
- Team Work

**Books Recommended:**

01. Essentials of Management  
• By Harold Koontz & Heinz Weihrich • 7th Ed. • Tata McGraw Hill.
02. Essentials of Management  
• By Joseph L. Massie • Prentice Hall India.
03. Management of Organisation Behaviour  
• By Paul Hersey & Blanchard • Prentice Hall India.
04. Organisational Behaviour  
• By John W. Newstrom • Tata McGraw Hill.
05. Organisational Behaviour  
• By Fred Luthans • McGraw Hill Intl.
06. Management Information System  
• By Dr. P.C. Pardeshi & Others.
07. Management: Tasks, Responsibilities & Practices  
• By Peter Drucker • Allied Publisher.
08. Practice of Management  
• By Peter Drucker • Allied Publisher.

**Paper 2**  
**Managerial Accounting & Financial Management**

Hours 15

01. Introduction
  - Origin of Accounting & its importance
  - Different disciplines in Accounting
  - Difference between Accounts, Costing, Finance, Taxation, Audit, etc.
02. Double Entry System of Accounts
  - Transactions – Debit & Credit
  - Classification of Accounts
  - Rules of Accounts
  - Convention, concepts & norms of Accounts
  - Advantages of Double Entry System of Accounts
03. Journal
  - Types of Journals/Subsidiary Books
  - Passing of Journal Entries, writing of narrations.
04. Ledger
  - Posting in Ledger
  - Balancing of Ledger Accounts
05. Preparation of Trial Balance
  - Correction of mistakes in Trial Balance
  - Difficulties in locating the mistakes & its consequences

06.	Depreciation • Why depreciation? • Mode of Depreciations.
07.	Preparation of Final Accounts • Profit making Hospitals • Non-profit making Hospitals.
08.	Working Capital Management • Needs of Working Capital • Estimation of Working Capital requirement • Different sources of funds • Norms to be considered for Bank Loans
09.	Changes in Financial Statements • Ratio Analysis • Limitation of Ratio Analysis
10.	Budgetary Control • Difference between Budget, Estimate & Projection • Types of Budget – with special reference to Functional Budget • How to monitor a Budget
11.	Elements of Cost of a Product/Service • Direct & Indirect Cost • Allocation of Overhead Cost • Analysis of Marginal Costing & Unit Costing

**Books Recommended :**

01. Useful Reading for Hospital Management  
• By Col. Khare & Others.
02. Basic Accounts & Finance for Non-Accounts  
• By Prof. D.K.Chatterjee • Himalaya Publishing House.
03. Handbook on Accounting for Hospital Management  
• By Prof. D. K. Chatterjee • Himalaya Publishing House.
04. Financial Management  
• By Prasanna Chandra • Tata McGraw Hill.
05. Modern Accounting  
• By Hanif & Mukharjee.
06. Cost Accounting Methods & Problems  
• By B. K. Bhor.
07. Principles & Practices of Cost Accounting  
• By N. K. Prasad.

**Paper 3  
Hospital Planning**

Hours 15

01.	Hours Types of Hospital Organization & Statutory Requirements for Planning
02.	Steps in Hospital Planning: <ul style="list-style-type: none"> <li>• Need Assessment</li> <li>• Appointment of Planning Teams/Consultants</li> <li>• Appointment of Architect</li> <li>• Size of the Hospital</li> <li>• Design of the Hospital</li> <li>• Selection of the Contractor</li> </ul>
03.	Preparation of Architect's Brief.
04.	Selection of the Size, Preparation of the Master plan.
05.	Preparation of Schedule of Accommodation.
06.	Layout, Grouping, Zoning & Phasing of Activities.
07.	Circulation & Movements of Patients, Staff, Visitors.
08.	Planning for <ul style="list-style-type: none"> <li>• Out Patient Department/Accident/Emergency</li> <li>• Indoor accommodation, Ward design, Bed wise planning, special requirements of certain departments such as ICU, OT, Pediatric, Maternity ward.</li> </ul>
09.	Planning for Water supply, Electricity, Drainage & Sewage disposal.
10.	Planning for Equipments & Purchase.
11.	Planning for various categories of Staff, Administrative for Appointment, Training.

**Books Recommended :**

01. Hospital Planning & Administration – WHO Monograph Series 54  
  - By R. Llewelyn, Davis & H.M.C. Macaulay • Indian Edition • Jaypee Brothers, New Delhi.
02. Hospital & Nursing Homes : Planning, Organisation, & Management  
  - By Syed Amin Tabish • Jaypee Brothers, New Delhi.
03. Principles of Hospital Administration & Planning  
  - By B.M. Sakharkar • Jaypee Brothers.
04. Hospital Administration  
  - By C.M. Francis & Marioc Desouza • Jaypee Brothers, New Delhi.
05. Hospital Administration & Planning  
  - By A.G. Chandorkar • Paras Medical Publisher.
06. Hospitals Planning, Design & Management  
  - By Kundurs & Gopinath.
07. Healthcare System & Management  
  - By S.L. Goel • Deep & Deep Publisher.
08. Management of Hospital  
  - By S.L. Goel & R. Kumar • Deep & Deep Publisher.

**Paper 4**  
**Medical Terminology & Procedures**

Hours 15

01.	<p>Fundamentals of Medical Terminology</p> <ul style="list-style-type: none"> <li>• Word Roots</li> <li>• Prefix</li> <li>• Suffix</li> <li>• Abbreviations &amp; Symbols</li> </ul>
02.	<p>Introduction to Anatomy &amp; Physiology</p>
03.	<p>Organs &amp; Systems</p> <ol style="list-style-type: none"> <li>1. Gastro Intestinal</li> <li>2. Respiratory</li> <li>3. Circulatory</li> <li>4. Renal</li> <li>5. Reproductive</li> <li>6. Nervous</li> </ol>
04.	<p>Common Diseases &amp; Procedures</p> <ol style="list-style-type: none"> <li>1. Gastro Intestinal</li> </ol> <ul style="list-style-type: none"> <li>• Cholecystitis</li> <li>• Cholelithiasis</li> <li>• Appendicitis</li> <li>• Intestinal Obstruction</li> <li>• Hernia</li> <li>• Peritonitis</li> </ul> <p>Gastroscopy : Endoscopy, Laparotomy, Laparoscopy.</p>
05.	<p>Common Diseases &amp; Procedures</p> <ol style="list-style-type: none"> <li>2. Respiratory</li> </ol> <ul style="list-style-type: none"> <li>• Tuberculosis</li> <li>• Bronchial Asthma</li> <li>• Respiratory Failure</li> <li>• Pulmonary Embolism</li> <li>• Pneumonia</li> </ul> <p>Branchoscopy, Pulmonary Function Test, Cardio-Pulmonary Resuscitation.</p>
06.	<p>Circulatory</p> <ul style="list-style-type: none"> <li>• Hypertension</li> <li>• Coronary Artery Disease</li> <li>• Arrhythmias</li> <li>• Cardiac Arrest</li> <li>• Shock. Deep Vein Thrombosis (DVT), ECG,</li> </ul> <p>2D Echo Cardiogram, Coronary Angiography, Cardiac Catheterisation, Stress Test, Pacemaker.</p>
07.	<p>Renal</p> <ul style="list-style-type: none"> <li>• Nephrotic Syndrome</li> <li>• Urinary Tract Infection</li> <li>• Renal Failure</li> <li>• Renal / Bladder Stones</li> </ul> <p>Intravenous Pyelography, Cystoscopy, Urinalysis Hoemodialis, Peritoneal Dialysis.</p>
08.	<p>Reproductive</p> <ul style="list-style-type: none"> <li>• Female – Breast Cancer/Self Examination Menstrual Disorders, Dysmenorrhoea, Premenstrual Syndrome (PMS), Menorrhagia Ovarian Cyst, Fibroids, Malignancy, Infertility Mammography, Ultra Sound, Laparoscopy, IVF, Tubectomy, D &amp; C.</li> </ul>

	<ul style="list-style-type: none"> <li>• Male - Prostate Enlargement, Hydrocele, Impotence, Transurethral Resection of Prostate (TURP)</li> </ul>
09.	<p>Nervous</p> <ul style="list-style-type: none"> <li>• Stroke ( Cerebro Vascular Accident)</li> <li>• Brain Tumor</li> <li>• Brain Injuries</li> <li>• Spinal Cord Injuries</li> </ul> <p>Lumbar Puncture, Myelography, CT Scan, MRI, EEG, EMG</p>
10.	<p>Oncology</p> <ul style="list-style-type: none"> <li>• Investigations</li> </ul>
<b>Books Recommended:</b>	
01.	<p>Principles of Anatomy &amp; Physiology</p> <ul style="list-style-type: none"> <li>• By Gerard J. Tortora.</li> </ul>
02.	<p>Anatomy &amp; Physiology in Health &amp; Illness</p> <ul style="list-style-type: none"> <li>• By Anne Waugh • Churchill Livingstone.</li> </ul>
03.	<p>Anatomy &amp; Physiology for Nurses</p> <ul style="list-style-type: none"> <li>• By Evelyn Pearce • Indian Edition • Jaypee Brothers, New Delhi.</li> </ul>
04.	<p>Dorland's Pocket Medical Dictionary.</p>
05.	<p>Taber's Cyclopedic Medical Dictionary</p> <ul style="list-style-type: none"> <li>• F. A. Davis Philadelphia.</li> </ul>
06.	<p>Manual Manual of Anatomy</p> <ul style="list-style-type: none"> <li>• By Sampath Madhyastha • CBS Publication.</li> </ul>

<b>Paper 5</b>	
<b>Hospital Administration</b>	
	<b>Hours 15</b>
01.	Routine Admission/Discharge Procedures/Discharge Summary
02.	<p>Hospital Utilisation Statistics</p> <ul style="list-style-type: none"> <li>• Average Length of Stay (ALS)</li> <li>• Bed Occupancy Rate</li> <li>• Turn Over Interval</li> </ul>
03.	<p>Daily Reports / Returns</p> <ul style="list-style-type: none"> <li>• Hospital Census</li> <li>• Matron's Report</li> <li>• Medical Officer's Report</li> <li>• Casualty Report, Medico-Legal Cases</li> <li>• Report from ICU / ICCU</li> <li>• Security Report</li> <li>• Maintenance Department Report</li> <li>• OT List</li> </ul>
04.	Patient's Complaints
05.	Medical Certificates
06.	<p>Hospital Committees</p> <ul style="list-style-type: none"> <li>• Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions</li> </ul>

07.	Patient Satisfaction Survey • Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing
08.	Duty Roster of various categories of Staff
09.	Availability of Materials • Critical Items, Stock Level, Procurement Methods
10.	Administration of Patient Related Schemes • Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI
11.	Front Office: Duties & Responsibilities
12.	Duties & Responsibilities of the Hospital Administrator/CEO. • In Profit Making Hospitals • In Non-Profit Making Hospitals
13.	Disaster Management/Disaster Plan
14.	Marketing of Hospital • Telephone Courtesy, Guest Lectures, Organisation of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation.
15.	Hospital Security. • Staff, Patients, New born babies, Female staff/Patients, Stores.
16.	Application of Hospital Information System (HIS) & Management Information System (MIS)
17.	Negotiation Skills. • Purchase of Stores / Equipment, Union Matters, Collective Bargaining.
18.	Hospital Waste Management.
19.	Methods of Infection Control.
20.	Fire Fighting.
21.	Dealing with Crisis Situation. • Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners
22.	Standard Operating Procedures (SOPs).

**Books Recommended :**

01. Sana's Guidelines for Hospital Infection Control •  
• By Mohd. S. Khan • Jaypee Brothers, New Delhi.
02. Hospital Waste Management & it's Monitoring  
• By Madhuri Sharma • Jaypee Brothers, New Delhi.
03. Medical Stores Management  
• By Shakti Gupta & Sunil Kant • Jaypee Brothers, New Delhi.
04. Medical Records, Organisation & Management  
• By G.P. Mogli • Jaypee Brothers, New Delhi.
05. Emergency Medical Services & Disaster Management  
• By D.K. Dave & Shakti Gupta • Jaypee Brothers, New Delhi.
06. Hospital Waste Management  
• By A.G. Chandorkar • Paras Medical Publisher.
07. Hospital Infection Control  
• By S.A. Tabish • Academa, New Delhi.



## Evaluation Pattern of Paper 6

### Recent Advances & Journal related to Hospital Administration & Management

Journal should contain details of main departments of Hospitals, along with its location, space requirements, equipment needs, manpower, functions, etc.

10 Marks – For Classroom performance, attendance & tutorials.

15 Marks – For the Viva Voce.

At the end of the Semester-I a Viva Voce shall be conducted by the Institute. During Viva Voce examination Questions pertaining to subjects taught in the Semester-I will be included. Examiners will assess students for 100 marks.

## SEMESTER II

### Paper 7 Human Resource Management

Hours 15

01.	Functions of Human Resource Management <ul style="list-style-type: none"> <li>• The Managerial Perspective</li> <li>• Objectives of Personnel Department</li> <li>• Human Resource Development (HRD).</li> </ul>
02.	Position of the Personnel Department. <ul style="list-style-type: none"> <li>• Organisation of the Personnel Department</li> <li>• Line – Staff Relationship.</li> </ul>
03.	Manpower Planning & Development. <ul style="list-style-type: none"> <li>• Manpower Needs.</li> </ul>
04.	Job Analysis, Job Description & Specifications for Hospital Staff.
05.	Selection & Recruitment. <ul style="list-style-type: none"> <li>• Orientation.</li> </ul>
06.	Manpower Developing & Training. <ul style="list-style-type: none"> <li>• Counselling</li> </ul>
07.	Career Planning. Promotion Policies. <ul style="list-style-type: none"> <li>• Separation</li> <li>• Employee Turnover.</li> </ul>
08.	Wage Administration, Salary Administration.
09.	Employee Benefits & Social Security.
10.	Performance Appraisals : Techniques & Practices.
11.	Industrial Relations. <ul style="list-style-type: none"> <li>• Unions &amp; their role</li> <li>• Settlement of disputes</li> <li>• Industrial Dispute Act</li> <li>• Collective bargaining.</li> </ul>
12.	Employee Communication.

13.	Dynamics of Behaviour at Individual Level. • Group Dynamics.
14.	Issues Relating to Management of Professionals, Consultants, Specialists, Medical Officers, Nursing Staff, Other Paramedical Staff.
15.	Development of staff. • In service Training, on job Training, Higher Courses, Specialised Training.
16.	Discipline. • Punctuality • Dress code • Identification • Behaviors of staff • Disciplinary action • Law of natural justice.
<b>Books Recommended :</b>	
01.	Personnel Management & Industrial Relations • By Rustom S. Davar • Vikas Publishing House.
02.	Human Resource Management • By Garry Dessler • Prentice Hall India.
03.	Human Resource & Personnel Management • By Aswathappa • Tata McGraw Hill.
04.	Human Resource Management • By Khan.

<b>Paper 8</b>	
<b>Laws Related to Hospital &amp; Medical Services</b>	
	<b>Hours 15</b>
01.	Introduction & Legal Procedures. • Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons • Medico Legal Aspects of Emergency Services
02.	Inquest. • Police Inquest, Magistrate's Inquest
03.	Criminal Courts in India & their Powers
04.	General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act
05.	Introduction to Indian Constitution. • Preamble, Fundamental Rights
06.	Rights & Responsibilities of Medical Person
07.	Hippocratic Oath, Declaration of Geneva
08.	List of Offences & Professional Misconduct of Doctors, as per Medical Council of India
09.	Organisational & Procedural Laws • Indian Contract Act • Nursing Home-Registration Act • Birth-Death Registration Act

10.	<p>Labour Laws Applicable to a Hospital</p> <ul style="list-style-type: none"> <li>• Indian Trade Union Act 1926/Industrial Dispute Act 1947</li> <li>• The Bombay Shops &amp; Establishment Act</li> <li>• The Workmen's Compensations Act</li> <li>• The Industrial Employment (Standing Orders) Act 1946</li> <li>• Payment of Wages Act</li> <li>• Employee Provident Fund Act</li> <li>• Maternity Benefit Act</li> </ul>
11.	<p>Medical Establishment, Professional Negligence, Errors &amp; Commission, Insurance Policy. General Claims . Procedure</p>
12.	<p>Laws Related to Medical Procedures</p> <ul style="list-style-type: none"> <li>• Medical Termination of Pregnancy Act 1971 (MTP Act)</li> <li>• Prenatal Diagnostic Techniques, Regulations &amp; Prevention of Misuse Act 1994 (PNDT Act)</li> <li>• Transplantation of human organs Act 1994</li> </ul>
13.	<p>Consumer Protection Act 1986</p>
14.	<p>Medical Negligence &amp; Compensation</p>
15.	<p>Medical Ethics/Doctor Patient Relationship</p>
16.	<p>Preventive Steps for Doctors/Hospitals to Avoid Litigation</p> <ul style="list-style-type: none"> <li>• Consent Form</li> <li>• Life Support</li> <li>• Dying Declaration</li> <li>• Death Certificate</li> <li>• High Risk</li> <li>• Post Mortem</li> </ul>
17.	<p>Illustrative Cases of Medical Negligence in India</p> <ul style="list-style-type: none"> <li>• Surgery</li> <li>• OBST/GYNAEC</li> <li>• Medicine</li> <li>• Pediatrics</li> <li>• Other Disciplines/Anaesthesia</li> </ul>
18.	<p>Legal Requirements of Licences/Certificates for a Hospital</p>
<p><b>Books Recommended:</b></p>	
01.	<p>Parikh's Text Book of Medical Jurisprudence &amp; Toxicology • By Dr. C.K. Parikh • CBS Publications.</p>
02.	<p>Medical Negligence &amp; Compensation • By Jagdish Singh • Bharat Law, Jaipur.</p>
03.	<p>Medical Negligence &amp; Legal Remedies • By Anoop K. Kaushal • Universal.</p>
04.	<p>Medical Termination of Pregnancy Act.</p>
05.	<p>Preconception &amp; Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994.</p>
06.	<p>Organ Transplant Act.</p>
07.	<p>The Consumer Protection Act 1986.</p>
08.	<p>Indian Trade Union Act 1926.</p>
09.	<p>Industrial Dispute Act 1946.</p>

10.	Medico-legal Aid to Hospitals & Doctors, with Consumer Protection Law • By M.S. Pandit & Shobha Pandit • Pandit Publications.
11.	Opening the Domains of Laws • By Adv. Seema Bapat.
12.	Modi's Book on Medico Jurisprudence & Toxicology.

<b>Paper 9</b>	
<b>Material Management &amp; Inventory Control</b>	
	<b>Hours 15</b>
01.	Principles of Materials Management • Definition • Scope & Functions • Objectives
02.	Materials Planning • Classification of Materials 1. Consumable 2. Non consumable • Working out quantities required, forecasting • Budgeting.
03.	Purchase Management • Objectives • Purchase system 1. Centralised 2. Decentralised 3. Local purchase • Legal aspects of purchasing. • Out Sourcing of Services
04.	Purchase Procedures • Selection of Suppliers • Tendering procedures • Analysing bids • Price negotiations • Issue of purchase orders • Rate Contracts • Follow up action
05.	Receipt of Materials • Inspection of materials • Preparation of defect/Discrepancy Report • Disposal of rejected items • Stocking of accepted items • Accounting of materials
06.	Store Management • Organisation & layout • Functions of Store Manager • Materials handling, Flow of goods/FIFO • Computerisation of inventory transactions • Security of stores

	<ul style="list-style-type: none"> <li>• Disposal of scrap/unserviceable materials</li> <li>• Sub-stores in various departments</li> <li>• Physical stock taking</li> </ul>
07.	<p>Inventory Control</p> <ul style="list-style-type: none"> <li>• Aims &amp; objectives</li> <li>• Scope of Inventory Control</li> <li>• Lead-time, Buffer stock, Reorder level, Two Bin System, EOQ</li> </ul>
08.	<p>Tools &amp; Techniques of Inventory Control</p> <ul style="list-style-type: none"> <li>• Classification of Inventory</li> <li>• Techniques of Inventory Control</li> <li>1. ABC</li> <li>2. VED</li> <li>3. Others</li> </ul>
09.	<p>Medical Stores</p> <ul style="list-style-type: none"> <li>• Functions</li> <li>• Storage condition/Monitoring, Expiry Dates &amp; Action</li> <li>• Cold Chain</li> <li>• Role of drug Review Committee</li> <li>1. Hospital formulary</li> <li>2. Obsolescence</li> </ul>
10.	Case Studies
<p><b>Recommended Books:</b></p> <p>01. Handbook of Materials Management • By P. Gopalkrishnan • Prentice Hall India.</p> <p>02. Purchasing &amp; Materials Management • By P. Gopalkrishnan • Tata McGraw Hill.</p> <p>03. Materials &amp; Logistic Management • By Prof. L.C. Jhamb • Everest Publications.</p> <p>04. Introduction to Materials Management • By Tony Arnold • Peerson.</p> <p>05. Stores, Management &amp; Logistics • By – P. Gopalkrishnan • Sultanchand &amp; Co., New Delhi.</p>	

<b>Paper 10</b> <b>Health Care &amp; Administration of Clinical &amp; Non-clinical Services</b>	
01.	Health Administration in India
02.	Health Care Delivery System
03.	National Health Policy
04.	<p>National Health Programmes.</p> <ul style="list-style-type: none"> <li>• Tuberculosis's control Programme, Dots</li> <li>• Programme for control of Blindness</li> <li>• Family welfare programme</li> <li>• AIDS control programme, role &amp; functions of National AIDS Control Organisation (NACO)</li> </ul>
05.	Epidemiological Triad, Levels of Disease Prevention

06.	Research Methodology
07.	Radiology Services
08.	Pathology & Clinical Laboratory
09.	Central Sterile Supply Department
10.	Laundry & Linen Services
11.	House Keeping Services. • Disposal of Biomedical Waste
12.	Kitchen Canteen Services
13.	Medical Records Department
14.	Engineering Services • Maintenance of Building, Campus & Utilities • Biomedical services • Fire safety.
15.	Quality Management in Health Care • Quality control • ISO, ISO standards • Hospital Accreditation 1. Role of Quality Council of India (QCI) 2. National Accreditation Board of Hospitals (NABH)
16.	Marketing
17.	Billing, Claming, Insurance Companies/Employers
18.	Public Relations

**Books Recommended :**

01. Park's Text Book of Preventive & Social Medicine  
• By K. Park • Banarasidas Bhanot, Jabalpur.
02. Essential of Hospital Support Services & Physical Infrastructure  
• By Madhuri Sharma • Jaypee Brothers, New Delhi.
03. Hospital Services Management  
• By S.K. Parthsarathi • K.J. Hospital, Madras.
04. Medical Records Organisation & Management  
• By G.P. Mogli • Jaypee Brothers, New Delhi.
05. Management Information System  
• By Waman s. Javdekar • McGraw Hill.
06. Hotel, Hostel & House Keeping  
• Joan C. Branson, Margaret & Lennox • Book Power.
07. Total Quality Management  
• By V.V. Gopal • ICFAI University Press.
08. Marketing  
• Rogera Kerin & Steven W. Hartcey • McGraw Hill.
09. Methods of Bio-statistics  
• By Rao.

**Paper I I**  
**Computer Fundamentals & Software Related To Hospitals**

<b>01.</b>	<b>Computer basics</b> Definition of a Computer, Block Diagram of elements of digital computer-their functions, Computer Hardware & Software, Computer generations, Types of computers, Memory, CPU, I-O devices, Secondary storages, Magnetic Tape, Disk, CD-ROM. Other recent developments- Scanners, Digitizer, Plotters, Printers, Hardware and Software. Micro, Mini, Main-frame and super computers, Discussion on recent IT trends
<b>02.</b>	<b>Representation of Data</b> Decinal, Binary, Octal, Hexadecimal number systems, BCD, EBCDIC, ASCII Conversions. Simple Additions, Subtractions, Multiplications, Divisions, Data and Information
<b>03.</b>	<b>Software Concepts</b> Introduction to Programming, Flowcharts and Algorithms. Types of Softwares System software's, Application software's, Firmware software's , Computer Languages like machine, Assembly, and Higher Level Languages, Stored program Concept
<b>04.</b>	<b>Operating System-Introduction</b> Definition of an Operating System, Functions of an OS, Types of an OS, Process management- FCFS, Round Robin, Priority based. Memory management- segmentation, paging, virtual memory. I-O management-concept of I-O port. File management-FAT, file handling functions. Software and hardware interrupts
<b>05.</b>	<b>File Management</b> Concept of file. File organization and accessing techniques-Indexed, Line, Rules for Naming of the files, sequential, Hashed. File handling functions, Types of computer files
<b>06.</b>	<b>Broad view of Operating Systems</b> MS-DOS, UNIX, MS-WINDOWS, Difference between two OS (Single & multi-user os) Operating system applications.
<b>07.</b>	<b>Office Automation Software (MS-Office 2000/MS-Office 2003)</b> Word processing Software MS-Word. Spreadsheet Software MS-Excel. Database Management Software MS-Access. Presentation Software MS-Powerpoint. and other applications
<b>08.</b>	Introduction to Virus and Vaccines, Various types of Viruses & Vaccines and their applications, DTP, multimedia concepts and Computer applications
<b>09.</b>	<b>Basic Concept of Networking and Data Communications</b> Introduction to Networking & types of Networking. Basic communication concepts. Topologies, Protocols, Ethernet, TCP/IP etc
<b>10.</b>	<b>Introduction to Internet Technology</b> Explanation of Internet and its applications like E-mailing, Chatting Browsing Data Uploading/ Downloading etc
<b>11.</b>	<b>Introduction to the software's related to the Hospital Management</b> Hospital Management System, Payroll system, Accounting System, Inventory Control System & other computer applications in Hospitals

**Books Recommended :**

01. Computers Today : by Sanders.
02. Computers: by Trainor & Krasnewich (McGraw Hill).
03. Fundamentals of Computing: by Tucker, Cupper,
04. Operating System Concept: by Peterson Biberachaty.

05. Operating System: by Millan Milenkoric.
06. Fundamentals of Computers: by Rajaraman.
07. Know your PC: by Peter Norton.
08. Computer Networks: by Andrew S.Tenenbaum.
09. Computer Network and Distributed Processing: by James martin.
10. Computer Studies : by C.S.French.

## Paper 12 Project Report

### **Evaluation Pattern -**

Every student will complete a Project Report under the guidance of a Senior Faculty who will act as the Guide. The Project is expected to be studied in one of the Hospitals allotted by the Institute.

At the end of Semester-II the student is expected to complete the Project Report of not less than 5000 words & submit a copy of the Report to the Director/Principal of the Institute/College before end of the second semester . The report must be based upon the first hand study of some functional area of Hospitals & its management. The Report will be internally evaluated by the Guide of the Project & the marks out of 15 will be allotted.

At the end of the Semester-II, the Viva Voce shall be conducted by the panel of one (1) External Examiner & one (1) Internal examiner appointed by the Institute. During Viva Voce, questions pertaining to subjects taught during the second Semester will be also included. Viva Voce will be of 10 marks.

Project – 15 Marks

Viva Voce – 10 Marks



# M5

## Marketing and Sales Management

### Course Outline

Paper I	Marketing Principles & Practice	30 hrs
Paper II	Advertising Principles & Practice	30 hrs
Paper III	Business Law & Business Economics	30 hrs
Paper IV	Sales Promotion and Sales Management	30 hrs
Paper V	Marketing Research and Consumer Behaviour	30 hrs

<b>Paper – I : Marketing Principles and Practice</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	What is market & What is marketing? Origin of marketing. Evolution of mass distribution. Selling & Marketing concept. Marketing environment. Environment forces. Scope of marketing.	
2	Global markets. Present scenario and how to meet the demand. Strategic market planning. SWOT analysis.	
3	Consumer Behaviour. Models of Consumer Behaviour. Consumer Behaviour vis-a-vis marketing. Buying motives. Consumer and Industrial products.	
4	Developing target market strategy. Market segmentation approach. Criteria for market segmentation.	
5	STP - Segmentation, Targeting, Positioning. Repositioning, Differentiation.	
6	Relationship marketing. CRM - Customer Relationship Management Micro marketing.	
7	Evaluating markets and Demand forecasting. Developing sales forecasts.	
8	Product concept. Classifying products. Product mix. Elements of product mix. Product Life Cycle (PLC). Product branding Benefits of branding.	
9	Developing and managing new products. Test marketing.	
10	Packaging. Labeling. Warranty.	
11	Pricing. Nature of pricing. Price competition. Competitive marketing – Leader, Challenger, Niche Marketers, Regional Players. Factors affecting price decisions. Selecting price level in today's competitive market place. Intermediaries. Justification and function.	
12	Types of channel of distribution. Channel conflict. Selection of distribution channel. Channel Policy. Importance of Logistics.	
13	Nature of Wholesaling and Retailing. Classification of Retail stores. Stores image. Development of Retail Marketing.	

14	Concept of Service Marketing and Business marketing. Industrial marketing
15	Rural marketing. The Indian scenario. Constraints and strategy to overcome.
16	Marketing –Social responsibility and ethics.
17	Overview of e-marketing.
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper II Advertising Principles &amp; Practice</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Introduction Meaning & Importance of Advertising, Advertising and the Marketing-mix Communication Promotion Mix, Integrated Marketing Communication	
2	Scope of Advertising Functions of Advertising, How Advertising works?	
3	Various Forms of Advertising Retail Advertising, Business-to-Business (B2B) Advertising Public Service Advertising, Corporate/Institutional Advertising Political Advertising	
4	Advertising in India and Abroad Brief history of advertising in India, Advertising scene in India Role of organization like – INS, ABC, AAI, ISA, DAVP etc	
5	Advertising and Society Impact of Advertising on different segments of society, Ethical issues in Advertising, Remedies for deceptive, unfair and indecent advertisement; important Laws governing advertising, Self- regulations Vs. Regulations by law, Role of Advertising Standards. Council of India (ASCI)	
6	Communication Model Brief description about important elements of the Communications Model Viz. Source, Message, Media, Receiver and Response.	
7	Advertising Objectives From Marketing objective to Advertising objective to Advertising plan Possible Advertising objectives, Communication objective DAGMAR approach	
8	Advertising Budget Different methods of setting the advertisement budget The budget-setting process	
9	Advertising Message Creation Anatomy of print advertisement – Headline, Visual, Body copy, logo, slogan . Inputs to message strategy, Copy considerations for advertisements in different media, Advertising appeals & Executional styles, Creative Theories – David Ogilvy's Brand Image Theory, Rosser Reeves' U.S.P., Positioning by Al Ries & Jack Trout	

10	Media Strategy Planning and Buying The media scene in India, Evaluation of important media including internet Media Research, Media Planning Process,Arrangement for release, verification, billing etc.
11	Evaluation of Advertising Effectiveness What should be the yardstick – sales or communication Variables? Different techniques used in pre and post-testing.
12	The Advertising Campaign Planning The process of campaign planning should be discussed with the help of some recent advertising campaign
13	Advertisig Agency Functions of an Advertising Agency (AA),Agency-Client-Media Relationship Organizational structure of an AA – role of each department, Selection of an AA,Agency compensation - evaluation of commission system Client Agency Relationship
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper III Business Law &amp; Business Economics</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
<b>Section I – Business Law</b>		<b>(50 Marks)</b>
1	Contract Act, 1872; Sections 1 to 9	
2	Contract Act, 1872; Sections 10 to 16	
3	Contract Act, 1872; Sections 17 to 30	
4	Contract Act, 1872; Sections 31 to 75	
5	Contract of Agency (Basic principles) – Definition, Creation, Termination of Agency and Rights and Duties of Agent and Principal	
6	Contract of Bailment & Pledges	
7	Contract of Guarantee & Indemnity	
8	Sales of Goods Act (1930)	
9	Law of Partnership	
10	Law of Negotiable Instruments – Basic Concept and Cheques Bouncing	
11	Law of Insurance	
12	MRTP – Restrictive Trade Practices, Unfair Trade Practices and Monopolistic Trade Practices	
13	Consumer Protection Act	
14	Elements of Company Law – Incorporation, Types of Capital, Memo & Articles of Association, Meetings & Appointments, Removal of Powers of Director	
15	Information Technology Act, 2000	
<b>Total Lecture</b>		<b>30</b>

<b>Section II- Business Economics</b>		<b>(50 Marks)</b>
1	Nature and scope of business economics – Economics and Business Economics – Branch of Economics – Economic laws – Micro and Macro economics	
2	Demand analysis :-Utility and demand – Law of demand – Determinants of demand – Elasticity of demand and its importance – Demand Forecasting: Basic tools & concepts of analysis for Demand Forecasting for new products, existing products and Consumer products	
3	Production: Three stages of production; Laws of returns – Returns to scale turns – Returns to scale	
4	Cost analysis: Various concepts relating to cost- Average & Managerial Cost – Opportunity cost – Variable and fixed cost – Determinants of cost	
5	Markets, its forms and price determination – Types of market structure – Price and output determination – Perfect competition – Imperfect competition – Monopoly – Oligopoly	
6	Macro-economics: National Income and Various concepts, Monetary policy Fiscal policy	
7	International Trade: Basis of international trade, W.T.O. (World Trade Organization)	
<b>Total Lecture</b>		<b>30</b>

<b>Paper IV Sales Promotion &amp; Sales Management</b>		100 Marks
Sl No.	Topic Details	No. of Hours

<b>Section I – Sales Promotion</b>		<b>(50 Marks)</b>
1	What is promotion? Interaction between Promotion & other Marketing Mix	
2	Environmental context of promotion	
3	Promotional Strategy. When are Programmes developed? Organising for promotion. Promotional decisions.	
4	Establishing the Promotional Objectives. Objectives and the Promotion Mix. Personal Selling and its importance.	
5	Determining the Promotional Budget. Quantitative techniques in for Budgeting. Budgeting procedure.	
6	Sales Promotion activities. Sales promotion objectives.	
7	Relationship between Sales Promotion and other Marketing Mix elements. Factors influencing the use of Sales Promotion. Evaluation of Sales Promotion.	
8	Point of Purchase Displays. Coupons, Premiums, Sampling, Contests, Sweep stages, Consumer Deals. Advertising specialities.	
9	Packaging – Trade Deals and Promotional Advertising.	

10	Co-operative advertising. Sales meetings. Sales Brochures (Below the line promotion materials)
11	Trade shows and Exhibits.
12	Role of Public Relations as Promotional Communication.
13	Role of Promotion as Economic Activity.
14	Information Technology and Promotion. Promotion through e-commerce, website. Is it effective?

<b>Section II - Sales Management</b>		<b>(50 Marks)</b>
1	The field of sales management : Marketing management and its evolution. Sales force management and the total marketing programme. Nature and importance of sales Management	
2	Sales Manager as an administrator. Administration:A distinct skill.What a Sales Manager does?	
3	Sales force organization, Nature of sales organization. Pertinent concepts in organization theory. Characteristics of a good organization. Basic types of organization.	
4	Recruiting and selecting personnel: Nature of the sales job. Importance of a good selection programme. Importance of planned recruiting.Application blanks. Personal interviews. References and other outside sources. Psychological testing. Physical examinations. Rating sheets	
5	Induction and training/Sales Training Programmes: Initial indoctrination. Details of other jobs. Meeting fellow workers. Need for effective communication. The purpose of selling and the people who do it. Product knowledge and applications. Knowledge about the company.The selling process. Development and conducting a sales training Programme. Objectives of training. Need for training. Techniques of presentation.	
6	Sales force compensation: its importance. Determining need for revision of present plan. Considerations and steps in designing a plan. Factors influencing choice of plan. Developing the plan.	
7	Sales force expenses and transportation. Internal revenue service regulations. Legitimate travel and business expenses. Characteristics of a sound expense plan. Methods of controlling expenses. Supervising the Sales force. Reasons for providing supervision. Sales force morale.The morale-building process.	
8	Forecasting market demand & budgeting: Definition of terms. Need for consumer analysis. Determination and use of market factors. Basic techniques for deriving potentials. Territorial potentials. Sales forecasting. Forecasting methods. Some guiding principles for forecasting. Limitations of quantitative market analysis	
9	Benefits of budgeting. Budgets for sales department activities.The budgeting process. Flexibility in budgeting. Budget periods.The budget-making procedure. Reasons some firms do not use budgets	
10	Territory Management/Sales Quotas. Reasons for establishing sales territories. Procedure for establishing territories. Routing the sales force. Revising sales territories. Purpose of sales quotas. Types of quotas. Procedure for setting a sales volume quota. Administration of sales quotas	

11	Sales analysis and evaluation. Analysis of sales volume. Introduction to sales analysis. Bases for analyzing Sales volume. Use of computers in sales analysis. Marketing costs analysis. Nature and scope of marketing cost analysis. Types of marketing cost analysis. Evaluating sales force performance : Nature and importance of performance evaluation. Programme for evaluating performance.
12	Ethical and Social responsibilities of sales executives. Business ethics and sales management. What is social responsibility? Public regulation and sales managers.
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper V Marketing Research &amp; Consumer Behaviour</b>		100 Marks
Sl No.	Topic Details	No. of Lectures

### Section I – Marketing Research

**(50 Marks)**

1	Nature and Role of Marketing Research in Marketing decision-making, review of the generalized Marketing Research process.	2
2	Defining the research problem. Stating hypothesis.	1
3	Research Designs	2
4	Data Decisions – Choice of data, secondary sources of data, syndicated services and internet types of primary data and data collection methods.	2
5	Measurement and scaling in Marketing Research.	1
6	Sampling – Need for sampling, principles of Sampling, Sampling Methods	2
7	Data Analysis: (a) Pre-analysis activities-Editing, Coding, Tabulation – Cross Tabulation (b) Statistical Summary, Simple Hypothesis Testing, (c) Advanced Techniques	3
8	Techniques of Research Report writing: Table and graphic representation.	1

Class Assignment : Marketing Research Project

Students design and complete research projects or Management audits in area of marketing management. Special assignments in simulations and business games may also be undertaken.

### Section II- Consumer Behaviour

**(50 Marks)**

1	Introduction to Consumer Behaviour	1
2	Consumer Decision Making Study of Consumer decision process	1
3	Models of Consumer Behaviour. Open System EKB Model, Conflict Model.	2
4	Consumer Needs and Motivation Dynamics of Motivation process.	1
5	Personality and Consumer Behaviour	1
6	Consumer Perception	1
7	Consumer learning and involvement	2

8	Nature of Consumer Attitudes, Components of attitudes; their formation and change, Attitude model to understand and predict behaviour	
9	Understanding reference groups and their influence, Family – Role of children and women in decision making. Family Life Cycle.	
10	Social class and consumer behaviour. Determinants of social class, Majoring social class, Segmenting by social class, Status symbols	
11	Influence of culture on consumer behaviour.	
12	Diffusion of Innovations, The role of personal influence - word of mouth and opinion leadership.	
13	Communication and persuasion.	
<b>Total Lecture</b>		<b>30</b>

# M6

## Business Management

### Course Outline

Paper I	Management Principles & Practice	30 hrs
Paper II	Marketing Management	30 hrs
Paper III	Financial Management	30 hrs
Paper IV	Office Management and Managerial Economics OR Production Management (Optional)	30 hrs
Paper V	Personnel Management	30 hrs

Paper I : Management Principles & Practice		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Concept and definition of Management, theories of Management, Social Responsibilities of Management. Functions and Role of management.	
2	Contributors of modern management thought – Taylor, Fayol, Mayo, Mary Foller, Peter F. Drucker etc.	
3	Planning: Nature and purpose of planning objectives, MBO (Management By Objectives), different types of plans, steps in planning, product planning, strategic planning, long, medium and short term planning, forecasting, decision making, project planning.	
4	Organising: Principles of organising, steps in organising, departmentation, span of control, formal and informal organisation, centralisation decentralisation, committees, line and staff functions, authority concepts, and delegation of authority group dynamics, organisation change, organisation development.	
5	Staffing : Meaning, Scope, Nature and purpose, Determining Manpower Requirement, Job Description, Job specifications selection, placement, Management Development, Human Resources Accounting - Definition, Cost Models, Economics Models, Behavioural Models.	
6	Directing: Communicating: Process of communication, organisational communication, Barriers of communication, Steps to become an effective communicator	
7	Leading: Meaning, Models and styles of leadership, Managerial Grid, situational approach.	
8	Controlling: Concept, Nature and Purpose, Process Methods and practices of control, Budgetary and non-budgetary controls. Coordination and Control in organisation; Role of internal audit.	
9	Project Management techniques - a simple module Case studies wherever required.	
<b>Total Lecture</b>		<b>30</b>



<b>Paper II Marketing Management</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Introduction to Marketing Definition of Marketing & its importance in the current business scenario, role scope and its evolution: Product Concept, Selling Concept, Marketing Concept, Societal Marketing Concept.	
2	Objectives of Marketing Customer satisfaction by quality service & value, customer delight, customer relationships. Process of Marketing Management.	
3	Strategic Planning & Marketing Organisation Mission, Objectives and goals, SBU's, BCG Matrix, Finalising Marketing Objectives & goals.	
4	Market Information Systems Marketing Research process, analysing information and markets.	
5	Markets & Industry Classify markets & understanding them, Industry & Competition Analysis.	
6	Consumers and Buying Buying and Segmenting markets, Basis and Procedure of segmentation, Selection of Target Market/Segments.	
7	Identification & Selection of Markets Breaking and Segmenting markets, Basis and Procedure of segmentation, Selection of Target Market/ Segments.	
8	Differentiation and Positioning Importance of differentiating Products & achieving a positioning.	
9	Marketing Programme & Marketing Mix The concept & elements of the Marketing Mix and the sub-elements, The four P's.	
10	Product Policy Product Classification, Product concept, Product Line and Product Mix.	
11	Product Life Cycle (PLC) Different stages of PLC, Strategies to be followed in different stages of PLC.	
12	New Product Development Need for New Product Development, Stages of New Development Process, product launches & failure of new products.	
13	Product Branding Meaning & importance of Brands, Brand strategies, Brand Equity.	
14	Packaging and Labeling Use and purpose of package Label, types of Packages, statutory considerations for labels & packaging, deciding shape, size, material and colour for packages. Dual use of packages.	
15	Pricing Strategy Pricing objectives and policy. Pricing techniques. Modifying and adapting Price, Discounts & allowances. Specific types of price.	
16	Marketing Channels Distribution & its necessity, Channel intermediaries and their types, Function & Flows in the channel, Channel Design & Management Decisions, Wholesale management.	

17	Marketing Communications The integrated communication process in Marketing and its elements, significance of PR & Publicity, Types & Tools of Sales Promotion.
18	Advertising Advantages over other communication elements, Budgeting for advertising, Copy-Concept, Structure, Characteristics of different Media, Steps in Managing a campaign.
19	Management of Advertising Function and selection of Advertising Agencies, Client agency relationships, measuring effectiveness of advertising.
20	Personal Selling Sales presentation Procedures, Qualities of Sales People.
21	Sales Management Selection, Training, compensation, motivation and evaluation of sales people. Fixing Sales Target. Sales Organisation Structure.
22	Implementation & Control Skills for implementation of marketing programmes and activities. Various types of Marketing Control.
23	Retail Management Increasing Growth of Retailing in India. Types of retail institutions. Target Customers, Store, Merchandise, Pricing, Communication, Mix Decisions for Retail.
24	Industrial & Services Marketing Classification of Industrial Products, steps in purchasing process of industrial products, distinguishable characteristics of services marketing, extended marketing mix of services marketing.
25	Direct, Internet and Customer Relationship Marketing – (CRM) Definition of CRM, Discrimination against customers and using customer information, Importance of Direct Marketing and reasons for success, Using internet for marketing.
26	Approach to Global Marketing & Challenges.
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper III Financial Management</b>		100 Marks
Sl No.	Topic Details	No. of Lectures

### Section I – Financial Accounting Fundamentals

1	Basics of Financial Accounting Rectification of Errors, Reconciliation of Cash Book & Bank Statements. Preparation of Trial Balance, Profit and Loss Account, Balance Sheet
2	Nature and scope of Financial Accounting Analysis and Interpretation of Financial Statements. Ratio Analysis. Numerical solutions/Case Studies
3	Fund Flow and Cash Flow Statements. Numerical solutions/Case Studies

<b>Section II - Financial Management Concepts</b>	
1	Sources of Finance - Role of Finance Manager
2	Cost of Capital
3	Capital Budgeting Techniques - NPV, IRR Numerical solutions/Case studies
4	Capital Structure Determination. EBIT - EPS relationship Numerical solutions/Case studies
5	Dividend Policies.

### **Section III - Financial Management Applications and Initiatives**

1	Financial Institutions, Mutual Funds, Venture Capital, NBFC Project Financing – Introductory Aspects only.
2	SEBI Guidelines, RBI role (regulatory).
3	Working Capital Management Cash Management, Inventory Management & Receivable Management

### **Section IV - Cost and Management Accounting**

1	Cost Accounting Basics, Costing Methods, Job costing Operating Costing, Contract Costing, Process Costing Numerical solutions/case studies
2	Standard Costing, Material, Labour & Overhead variances Budgetary control, Types of Budgets – Fixed Budget, Flexible Budget & Cash Budget. Numerical solutions/case studies
3	Marginal Costing Break Even Analysis, Cost Volume Profit Relationship, Decisions involving key factors. Numerical solutions/case studies

<b>Paper IV Office Management &amp; Managerial Economics</b>		100 Marks
Sl No.	Topic Details	No. of hours 30

#### **Section I – Office Management**

**(50 Marks)**

1	Concept of office, office work, office functions, managerial functions	1
2	Scope & role of office management, role of Office Manager, coordinator of all business activities	1
3	Office organization.	1
4	Office location, office layout.	1
5	Office furniture, office equipment, office machines	1
6	Office forms, office records, office stationery & supplies, control & continuous functioning	1

7	Office services, office personnel	1
8	Office systems, procedure & methods.	1
9	Office communication.	1
10	Office correspondence & mail services	1
11	Office reports, disclosures in public corporation/public companies, annual balance sheets, monthly & quarterly reports. Statutory as well as non-statutory.	2
12	Introduction of secretarial, clerical & reception services.	1
13	Control of office cost	1
14	Role of Chairman, Managing Director, Director & other functional Managers in business enterprises.	1
15	Modernisation & computerisation - 21st century office for business management & social welfare activities.	1

## Section II- Managerial Economics

(50 Marks)

1	Definition & scope of managerial economics - ME & its relationship with micro & macro economics etc. - subject matter of ME - Managerial Problems – fundamental concepts of scarcity, price system, resource allocation, demand, supply, types of goods etc.
2	Consumer equilibrium, Law of Demand & Supply and Market Equilibrium, exceptions to the Law of Demand, Elasticity of Demand & Concept of National Income, Demand & Supply Forecasting, Costs and Economics
3	Markets - Perfect & Imperfect Competition - and Price determination
4	Profit appraisal & capital budgeting
5	Economic & Business environment in India.
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper IV Production Management (OPTIONAL)</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Production Management Introduction, importance of production, the systems concept, function and benefits of good production management to society, govt. employees and company, History and development of Production Management, Starting and industry.	
2	Factory Location Factors for selection. Labour, transport, raw materials, market, services - climate - Ecology - community - govt. policy selection methodology - ranking - weightage Multiple locations - rural and urban sites, multiplant location analysis.	

3	<p><b>Plant Layout</b>  Objectives, minimise/maximise flexibility - coordination, use of space, visibility - accessibility - comfort safety - security - minimise movement - handling, flow design consideration - location - product capacity - process –types of manufacturing inputs and outputs - services for inputs &amp; outputs – govt. regulation, types of layout - process - product - fixed. Merits &amp;demerits. Case study on location - layout.  Computerized Relative Allocation of facilities Technique (CRAFT), relationship diagram.</p>
4	<p><b>Production Planning</b>  Objectives - relate delivery to capacity provide manufacturing instruction, work order, Arrange materials - BOM - Value Analysis use –Value Engineering. Manage shop floor information. Customer order handling. Mass production. Forecasting : basic theory, Time session Methods, Decomposition Methods, Casual Methods. Master schedule method, Planning techniques, aggregate planning, assembly line balancing.  Scheduling techniques : Linear Programming Applications and Aggregate Planning. Other production functions (Loading, despatching, Routing etc.).  Case study on production Planning, works study and Incentive – Methods, study, Time study-work sampling , Incentive schemes.</p>
5	<p><b>Production control, planning, scheduling and control for large scale projects.</b>  Time and quantity – control mechanism for production Bar charts, LOB (Line of Balance), PERT/CPM. Project appraisal/project management, criteria for financial appraisal - pay back, NPV, IRR, PI, project implementation through network.</p>
6	<p><b>Production Control</b>  Quality standards and inspection. Definition - Concept - Policy - SQC - Process Control, Inspection - quality control - TQM. Quality assurance. Quality organization.</p>
7	<p><b>Materials Handling</b>  Objectives - improve working, reduce costs - increase production – consideration for selection - plant location &amp; layout - floor plan &amp; structure - process - input and output. Classifications. Fixed path - variable path - elevating - transporting, Continuous, criteria for material Handling Equipment selections. Effectiveness &amp; efficiency. Criteria for - cost reduction, goods handling. Organisation for - equipment utilization, Manpower utilisation - equipment maintenance. Loading and unloading - Statutory requirements.</p>
8	<p><b>Inventory Control</b>  Definition, basic purpose, conflict of priorities, costs consideration - procurement - carrying costs – stock out costs. Basics of materials management, materials requirement, planning &amp; selective inventory control techniques. ABC Analysis: EOQ Vendor Development and Rating.</p>
9	<p><b>Production Services – Maintenance</b>  Policy objectives - corrective maintenance. Breakdown maintenance. Planned maintenance. Preventive maintenance. Periodic maintenance - Predictive maintenance. Organisation - equipment. Planning and Control of spares, regular spares, insurance spares, rotatable spares, capital spares.</p>
10	<p><b>Production Services</b>  Safety &amp; health - safety management - fundamental right - role of people - uncertainty - hazards - environment rewards - safety programmes - forecasting - zero accidents - manuals - motivation – training - enforcement - controlling safety personal observation and contact - accident reports - investigation - elimination of hazards - human factor in safety, occupation diseases.  Case study on safety management.</p>
11	<p><b>Future Production systems, FMS, CIM, Computerised PPC, automated stores, automation and robotics.</b></p>

<b>Paper V Personnel Management</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Human Resource Management Introduction, Importance, Evolution - Difference Between Personnel Management and Human Resource Management.	
2	Role of HR Manager, Structure of HR Department, Duties and Responsibilities of HR Manager.	
3	Manpower Planning – Importance and need	
4	Recruitment and Selection Placement, Induction, Definition, Methods and Scope	
5	Types of Interviews, tests.	
6	Social Security - Evolution, Aims, Social Assistance and Social Insurance Schemes.	
7	Human Resource Development - Concept, Definition and scope.	
8	Training and Development – Definition and Scope.	
9	Wages and Salary Administration - wage fixation, Difference between Minimum Fair and Living Wage, Different Wage Plans.	
10	Motivation Morale and Job Satisfaction, Fringe Benefits, Theories - Maslow's hierarchy of needs, MC Gregor's X and Y Theory.	
11	Discipline in Industry - Concept, meaning, importance, Disciplinary procedure, action.	
12	Grievance Procedure - impact, effectiveness, Model Grievance Procedure.	
13	Total Quality Management – Definition and Importance.	
14	Industrial Relations – Role of Government, Unions and Management in maintaining harmony.	
15	Collective Bargaining – Scope, importance and types	
16	Exit Interviews.	
17	Role of HRD in Developing Industrial Relations – Concepts, Industrial Democracy.	
18	Tools to improve Managerial effectiveness.	
<b>Total Lecture</b>		<b>30</b>

# M7

## Financial Management

### Course Outline

Paper I	Advanced Cost & Management Accounting	30 hrs
Paper II	International Financial Management & Financial Accounting	30 hrs
Paper III	Financial Markets and Financial Services	30 hrs
Paper IV	Financial Management	30 hrs
Paper V	Direct Tax Laws and Tax Planning	30 hrs

<b>Paper I :Advanced Cost &amp; Management Accounting</b>		100 Marks
Sl No.	Topic Details	No. of hours 30
1	Overview of Cost Accounting Concepts and Practices Cost Accountancy - Cost Accounting - Cost Accounting & Financial Accounting -Cost Accounting & Management Accounting – Cost - Different Types of Cost – Costing - Historical Costing - Standard Costing - Marginal Costing - Direct Costing - Absorption Costing - Uniform Costing - Cost Classification	
2	Activity Based Costing (ABC) Reasons for Introduction of ABC - Conceptual Framework –Basics of ABC	
3	Service Costing Cost Unit - Transport Costing - Cost Classification, Representative Cost Sheet - Boiler House Costing -Power House Costing -Canteen Costing -Hospital Costing	
4	Marginal Costing and Cost-Volume-Profit Analysis Section-I –Marginal Costing-General - Marginal Cost - Marginal Costing - Variable Cost - Fixed Cost - Break-even Point - Contribution - Key Factor - Basic Marginal Cost Equation -Profit-Volume Ratio - Improvement of P/V Ratio - Margin of Safety-Improvement of Margin of Safety - Absorption Costing Vs. Marginal Costing - Reconciliation of Results of Marginal Costing and Absorption Costing - Determination of Marginal Cost - Measurement of Volume - Selling at or Below Marginal Cost	
5	Short-Term Decision Making Long-term and Short-term Decisions - Relevant Cost Concepts – Relevant Costs - Differential Cost - Differential Cost & Marginal Cost - Differential Cost and Relevant Cost	
6	Budgetary Control Budget - Budgetary Control and Budgeting - Budgets and Forecasts - Objectives of Budgetary Control - Requirement of Good -Budgetary System - Advantages of Budgetary Control - Limitations of Budgetary Control - Preliminaries for Operation of Budgetary Control - Fixed Budget -Flexible Budget - Flexed Budget/ Budget Cost Allowances - Types of Budgets	
7	Standard Costing Standard - Standard Cost - Standard Costing –Variances -Standard Hour - Standard Cost & Estimated cost -Standard Costing and Budgetary Control - Preliminaries to Establishment of Standards - Types of Standards -Current Standards - Basic Standards - Normal Standards - Ideal Standards - Expected or Attainable Standards -Setting of Standards - Standard Cost sheet - Revision of Standards	

8	Variance Analysis Classification and Computation of Variances - Cost Variance -Material Cost Variance - Material Price Variance - Material Usage or Volume Variance - Material Mix Variance - Material Yield Variance - Direct Wage Variance - Direct Wage Efficiency Variance - Direct Wage Gang Variance - Labour Idle Time Variance - Labour Yield Variance -Variable Overhead Variance –Fixed Overhead Variance
9	Use of Costs in Pricing Decisions Related Terms to Pricing - Single or Uniform Price - Dual Pricing - Retention Price - Zonal Price System - Leader Price - Differential Price - Skimming Price - Penetration Pricing - Shadow Price –Target Costing - Objectives to Price Policy - Pricing Technique -Cost-plus Price - Marginal Cost Pricing - Discriminatory Prices -Administered Prices - Return on Investment Pricing -Intra-Company Transfer Pricing - Objectives of Transfer Pricing - Transfer Pricing Methods - Cost-based Transfer Pricing
10	Cost Reduction Cost Control and Cost Reduction - Organization for Cost Reduction - Techniques of Cost Reduction –
11	Cost Audit and Management Audit Objectives of Cost Audit - Efficiency Audit - Preliminaries to Cost Audit - Cost audit Programme - Management Audit -Objectives of Management Audit -
12	Inflation Accounting Problems due to Changes in Historical-based Account -Methods of Accounting for Changing Prices -Periodic Revaluation of Fixed Assets - Current Purchasing Power Accounting - Basic Thoughts Underlying CPP Method -Comparison of Historical, CCA and CPP - Relevant Concepts - Methodology of C.P.P. - Current Cost Accounting – Methodology of C.C.A.
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper III Financial Management</b>		100 Marks
Sl No.	Topic Details	No. of Lectures

**Section I- International Financial Management**

**(50 Marks)**

1	The Foreign Exchange Market Functions of Foreign Exchange Market - Foreign Exchange Rates - Arbitrage - The Spot Market - Cross Rates of Exchange -Bid-Ask Spreads - The Forward Market - Interest Arbitrage.
2	Theories of Foreign Exchange Rate Movement and International Parity Conditions Theories of Exchange Rate Determination - Purchasing power Parity - Interest Rate parity - International Fisher Effect
3	Management of Foreign Exchange Risk Management of Foreign Exchange Risk –What is Exchange Risk?- Types of exposure Translation exposure – Transaction exposure - Economic exposure - Tools and Techniques of Foreign Exchange Risk Management
4	Management Translation Exposure Translation Methods - Functional Vs. Reporting Currency



5	Management of Transaction Exposure Measurement of Transaction Exposure - Transaction Exposure based on Currency Variability - Managing Transaction Exposure - Currency Correlation and Variability as Hedging Tools - Currency Volatility Over Time
6	Management of Economic Exposure Transaction exposure Vs. Economic Exposure - Measuring Economic Exposure - Managing Economic Exposure - Marketing management of Exchange Risk - Corporate Philosophy for exposure Management
7	Interest Rate & Currency Swaps The Conceptual View of Swaps - Parallel and Back-to-Back Loans - The Evaluation of Swaps - Terminology related to Swaps - Interest Rate Swaps - Rational for Interest Rate Swap - Currency Swap.

## Section II – Financial Accounting

(50 Marks)

1	Accounting Mechanics Basic records, A case study on above.
2	Accounting Mechanics Preparation of financial Statements, A case study on Profit & Loss A/c, A case study on Balance Sheet.
3	Balance Sheet and related concepts Its analysis including GAAP, A case study.
4	Study of components of Balance Sheet Fixed assets & depreciation Liabilities Shareholder's equity.
5	Analysis of financial statements Its tools. A case study on this
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper III Financial Markets and Financial Services</b>		100 Marks
Sl No.	Topic Details	No. of Lectures

## Section I – Financial Markets

(50 Marks)

1	Financial systems Meaning and Structure. An overview of Indian financial system.
2	Capital Market New Issue Market, Secondary Market, Stock Exchange, Methods of trading in a stock exchange, OTGEI, NSE. Venture Capital, Foreign Capital
3	Money Market Meaning, Features, Objectives, Call money market, Commercial Bill Market, Money Market Instruments. Indian Money Market – Structure, futures, recent development.
4	Financial Institutions The RBI, Commercial Banks, Co-operative Banks. Insurance Companies, UTI, Mutual Funds.
5	Financial Regulator SEBI, SEBI guidelines, Issue of Equity Debentures. Buyback of Shares. Book building etc.
6	Financial Intermediaries Brokers, Underwriters, Registrars

7	Depository System Meaning, objective, activities, interacting institutions; Depository process. Trading depositories in the international market & in India. Benefits.
8	Miscellaneous financial investments Discounting, Factoring, Securitization of debt instruments, Credit Cards, Debit Cards.

## Section II – Financial Services

(50 Marks)

1	Financial Services Meaning, Classification, Scope, Fund based & non-fund based activities, modern activities. New financial products and services, innovative financial instruments.
2	Merchant Banking Origin, meaning Merchant Banking in India, Services of Merchant Banks, guidelines, progress, problems scope of Merchant Banking in India.
3	Leasing Hire Purchase Meaning, Features, Banks & Hire Purchase Business, difference between Sale & Installment System and Hire Purchase System, Types of Lease, Hire purchase Vs. lease, legal aspect; Leasing Vs. Buying Decisions, Problems & prospects.
4	Credit Rating Meaning; Objectives; Agencies like CRISIL, CARE & ICRA.
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper IV Financial Management</b>		100 Marks
Sl No.	Topic Details	No. of Lectures
1	Nature of Financial Management Scope of Finance - Financial Functions – Financial Manager's Role – Financial Goods : Profit Maximisation Vs. Wealth Maximisation. Organisation of the Finance Functions	
2	Capital Budgeting Decisions Nature of Investment Decisions - Types of Investment Decisions -Investment Evaluation Criteria - Net Present Value Method -Internal Rate of Return Method - Profitability Index -Payback - Accounting Rate of Return	
3	The Cost of Capital Significance of Cost of Capital - Concept of Opportunity, Cost of Capital - Determining Component Costs of Capital -Cost of Debt - Cost of Preference Capital - Cost of Equity Capital - Weighted Average Cost of Capital	
4	Determining Cash Flows for Investment Analysis Cash Flows Vs Profit - Incremental Cash Flows -Components of Cash Flows - Calculation of Depreciation for Tax purposes.	
5	Financial and Operating Leverage Capital Structure Defined - Meaning of Financial Leverage -Measures of Financial Leverage - Financial Leverage and Shareholders - Return – EBIT – EPS Relationship -Combining Financial and Operating Leverage -Financial Leverage and shareholder risk	
6	Dividend Policy Objectives of Dividend Policy - Practical Considerations in Dividend Policy - Stability of dividends -Forms of Dividends - Share Split - Buyback of Shares	

7	Financial Statements and Cash Flow Analysis Balance Sheet - Profit and Loss Account - Changes in Financial Position - Funds Flow Statement - Cash Flow Statement -Uses of the Statement of Changes in Financial Position
8	Financial Statements Analysis Users of Financial Analysis - Nature of Ratio Analysis -Liquidity Ratios - Leverage Ratios - Activity Ratios - Profitability Ratios - Evaluation of a firm's earning Power
9	Principles of Working Capital Management Concepts of Working Capital - Operating and Cash Conversion Cycle - Permanent and variable Working Capital -Balanced Working Capital Position - Estimating Working Capital Needs – Policies for Financing Current Assets.
10	Receivables Management and Factoring Credit Policy: Nature and Goals - Optimum Credit Policy:A Marginal Cost-Benefit Analysis - Credit Policy Variables -Credit Evaluation of Individual Accounts - Monitoring Receivable - Factoring
11	Inventory Management Nature of Inventories - Need to Hold Inventories - Objective of Inventory Management - Inventory Management Techniques -Analysis of Investment in Inventory - Inventory Control Systems -The Inventory Management Process
12	Cash Management Facets of Cash Management - Motives for Holding Cash -Cash Planning - Managing Cash Collections and Disbursements
13	Working Capital Finance Trade Credit - Accrued Expenses and Deferred Income -Bank Finance for Working Capital - Regulation of Bank Finance Commercial Paper
14	Financial Management in Public Enterprises
15	Port-folio Management Securities, Market, Stock Exchanges, Risk Return Relationships, Port-folio Structures
<b>Total Lecture</b>	
<b>30</b>	

<b>Paper V Direct Tax Laws &amp; Tax Planning</b>		100 Marks
Sl No.	Topic Details	No. of Lectures

### Section I – Direct Tax Laws

1	Basic Concepts Meaning of Income, Gross Total Income, Taxable Income, Agricultural Income, Person Assesse, Assessment year, previous year.
2	Residential status and tax incidence Determination of Residential Status of an Assesse Incidence of Tax
3	Incomes exempt from Income Tax
4	Income from Salaries.
5	Income from House Property

6	Profits and gains of business & profession
7	Capital gains
8	Income from other sources
9	Income of other persons included in assessee's total income
10	Set off and carry forward of losses.
11	Deductions from Gross Total Income & Tax Rebates
12	Assessment of individuals Computation of Tax Liability
13	Assessment of H.U.F.
14	Assessment of Firms and association of persons
15	Taxation of Companies
16	Appeals & Revisions
17	Returns of Income and Assessment - Procedure
18	Advance Payment of Tax on TDS

## Section II- Tax Planning

1	Wealth Tax – Important Definitions - Assesses Assets, Assessment year, Valuation date, Incidence of Tax. Deemed Assets, Exempted Assets. Valuation of Assets.-Computation of Wealth Tax and Wealth Tax Returns.
2	Tax Planning Concepts Difference Between Tax Evasion, Avoidance and Planning, Need for Tax Planning and Limitation of Tax Planning.
3	Tax Planning with reference to setting up of a new business. Capital Structure Make or Buy Decisions Own or Lease Decisions Repair or Replace Decisions Amalgamation/Merger/De-merger Foreign Collaboration Agreements
4	Penalties & Prosecution
5	Double Taxation Avoidance/Agreements Double Taxation Relief Bilateral Relief & Unilateral Relief
<b>Total Lecture</b>	
<b>30</b>	

# M8

## The Geriatric Care cum Health Aide Course

### Course Outline

Module	Title	Theory	Practical	Clinical	Hours
1	Introduction to human health	6	9	0	15
2	Assist in bathing and grooming the patient	6	9	5	20
3	Assist patient in dressing-up	4	4	8	20
4	Support individuals to eat and drink	6	6	8	20
5	Assist patient in maintaining normal elimination	6	6	8	20
6	Prevent and control infection	8	6	7	21
7	Communicate with geriatric/ paralytic/ immobile patient and their care-givers	10	4	6	20
8	Enable geriatric/paralytic/immobile patients to cope with changes to their health and well being	8	8	8	24
9	Implement interventions with geriatric/ paralytic/ immobile patient at risk of falls	8	8	8	24
10	Care of the dead	8	6	2	16
<b>Total Hours</b>		70	70	60	200

#### Learning Outcomes:

At the completion of this module, the student should be able to perform the following:

1. Demonstrate the ability to perform clinical skills essential in providing basic healthcare services.
2. Demonstrate professional behavior, personal qualities and characteristics of a Home Health Aide.
3. Apply principles of patient rights in a various simulated situation.
4. Demonstrate communication process of a home health aide, which also reflects professional appearance and a positive attitude.
5. Practice infection control measures.
6. Demonstration of various positions used for the patient for reducing complications.
7. Demonstrate safe and efficient interventions for patient safety.
8. Demonstrate techniques to maintain the personal hygiene needs of a patient.

9.	Demonstrate techniques to meet the elimination pattern of patients.
10.	Obtain accurate measurements of parameters required of patients.
11.	State principles of nutritional support of the patient.
12.	Demonstrate actions in the event of medical and facility emergencies.
13.	Apply the skills for geriatric/paralytic/ immobile patient to cope with changes to their health and well-being.

## Module I.

### Learning Outcomes:

	At the completion of this module, the student should be able to:
1.	Understand the healthcare scenario in India
2.	Understand the duties and responsibilities of a HHA
3.	Recognize the boundary of one's role and responsibility and seek supervision when situations are beyond one's competence and authority
4.	Understand the art of effective communication with various stakeholders like patients, their relatives, nurses, etc.
5.	Give facts and avoid opinions unless asked for
6.	Learn how to identify rapidly changing situations and adapt accordingly
7.	Have a basic working knowledge of computers
8.	Understand the important of first aid and triage
9.	Understand his/her role in disaster preparedness and management
10.	Describe the value of nutrition in health and sickness
11.	Define malnutrition and list nutritional deficiencies
12.	List the structure and functions of the various systems of body
13.	Demonstrate personal hygiene for self and individuals' health
14.	Demonstrate basic sanitation at home
15.	Describe the importance of safe disposal of waste and its role in prevention of diseases
16.	Describe the relationship between body and mind
17.	Describe the process of ageing

### Contents

i.	Healthcare delivery system in India at primary, secondary and tertiary level
ii.	Basic medical terminology
iii.	Duties and responsibilities of an HHA
iv.	Short term training Curriculum Handbook: Home Health Aide Page   7
v.	Do's and Don'ts
vi.	Requirements to become a certified Home Health Aide
vii.	Basics of emergency care and life support skills <ul style="list-style-type: none"> <li>a. Vital signs</li> </ul>

- b. Basic emergency care – first aid and triage
- c. Identifying signs and taking measures for
- d. Choking and Heimlich Maneuver
- e. Bleeding including nosebleeds
- f. Minor burns
- g. Hypothermia
- h. Asthma attack
- l. Bites and stings
- j. Fainting
- k. Sprain
- l. Ventilations including use of bag-valve-masks (BVMs)
- m. One- and Two-rescuer CPR
- n. Using an AED (Automated external defibrillator).
- o. Managing an emergency including moving a patient – log transfer
- viii. Code of conduct, professional accountability and responsibility, misconduct
- ix. Ethics in healthcare – Privacy, confidentiality, consent, medico legal aspects
- x. Handling objections
- xi. Gather information from observation, experience and reasoning
- xii. Identification of rapidly changing situations and adapt accordingly
- xiii. Special characteristics of health communication
- xiv. How to be a good communicator
- xv. Addressing the patient
- xvi. Body language, posture and gestures
- xvii. Barriers of communication & how to overcome them
- xviii. Listening and Speaking skills
- xix. How to be a good listener
- xx. Structure brief and logical messages
- xxi. Speak clearly and slowly in a gentle tone
- xxii. Use the correct combination of verbal and non-verbal communication
- xxiii. Use language familiar to the listener
- xxiv. Give facts and avoid opinions unless asked for
- xxv. Communicating with patient with impaired hearing/ vision/ speech/ memory
- xxvi. Recognizing changes in the patient- behavior/ abnormal signs and reporting to the Medical Officer/ Nurse in charge
- xxvii. Dealing with anger or depression of the patient
- xxviii. Handling effective communication with patients & family
- xxix. Handling effective communication with peers/colleagues using medical terminology in

communication

- xxx. Telephone and email etiquettes
- xxxi. Time management
- xxxii. Disaster preparedness, risk reduction and management
- xxxiii. Essential nutrients
- xxxiv. Nutritional problems Nutritional deficiencies
- xxxv. Human Body and hygiene
- xxxvi. The human body-Structure and functions of human body
- xxxvii. Home and Environmental Sanitation
- xxxviii. Disposal of excreta and waste
- XXXiX. Mental Health - Concept of mental health - Mental illness - guiding family members in the event of a mental illness

### **Equipment required-**

- 1. Charts and demonstration dummies
- 2. Videos and presentations
- 3. First aid kit

### **Module 2.**

#### **Learning Outcomes:**

At the completion of this module, the student should be able to:

- 1. Understand basic anatomy and body positions
- 2. Maintain privacy of patients especially private body parts of patient
- 3. Have the knowledge of various types of bath
- 4. Explain the benefits of bathing
- 5. Be well versed with standard precautions for performing perineal care or when bathing a patient with skin lesion and rashes
- 6. Be aware of washing procedures from cleanest to dirtiest
- 7. Enlist points to observe during bathing which need to be reported
- 8. Understand how to take patient's wishes into consideration while grooming
- 9. Use standard precautions and protocols during grooming avoiding injuries
- 10. Understand the importance of maintaining oral care, skin and nail care

#### **Contents**

- i. Basic human anatomy - Different parts and systems of the human body
- ii. Privacy concerns - How and when to maintain patient privacy
- iii. Type of baths as per guidelines
- iv. Observations to be made during bathing which need to be reported
- v. Need for care to private body parts of patient



vi.	Determination of type of bath, based on the patient condition and comfort
vii.	Appropriate water temperature before patient checks in
viii.	Supplies needed for each type of bath
ix.	Standard precautions for performing perineal care
x.	Bathing patients with skin lesion and rashes
xi.	Drying patient effectively to prevent skin breakdown
xii.	Assisting a patient from bed to bath and back
xiii.	Various types of washing, from cleanest to dirtiest
xiv.	Detecting and reporting unusual findings
xv.	Putting soiled linen in laundry bag
xvi.	Disinfection of hands after procedure
xvii.	Safety procedures - Prevention of slipping, tripping, or falling, use of safety bars in shower
xviii.	Importance of patient's wishes being considered while grooming
xix.	Standard precautions and protocols during grooming
xx.	Avoiding injuries during shaving, brushing and hair styling
xxi.	Care of matted or knotted hair
xxii.	Identification, listing and reporting of unusual findings such as sores, crusts, dandruff or hair loss
xxiii.	Skin and nail care - skin irritations, redness, or scaling, pain, dry/scaly skin, and/or cracked nails
xxiv.	Oral care - Mouth care for a person requiring partial or total assistance
xxv.	Signs of sores, caries and irritations, bleeding gums, broken or loose teeth or grinding down of teeth's surfaces, decreased or excess saliva or drooling, difficulty swallowing
xxvi.	Naming and storing of dentures - Dentures – removal from mouth, protection during cleaning, insertion into mouth, care when not in use

### Equipment required-

1.	Mannequin and charts / Demonstration kits / charts of different body parts and mechanics including dentures
3.	Internet and Videos
4.	Large bowl
5.	Warm water supply
6.	Soap (regular or non-rinse soap), Lotion
7.	Washcloths or sponges
8.	Dry towel

### Module 3.

#### Learning Outcomes:

	At the completion of this module, the student should be able to:
1.	Learn the importance of maintaining patients' privacy and promoting independence during activities
2.	Understand how to take patient's wishes into consideration while selecting clothes, especially

	for long term care
3.	Understand general principles to follow when assisting a person with dressing or undressing
4.	Learn how to assist in the selection of clothes for patients with different physical capabilities and in different seasons

### Contents

1.	Principles while dressing/undressing <ol style="list-style-type: none"> <li>a. Maintaining the patient's privacy</li> <li>b. Promoting independence by encouraging the patient to do as much as possible</li> <li>c. Importance of taking into consideration patient preferences in selecting clothes</li> <li>d. General principles when assisting a person with dressing or undressing</li> </ol>
2.	Assisting in the selection of clothes, considering <ol style="list-style-type: none"> <li>a. Patient's preferences</li> <li>b. Patient's physical capabilities</li> <li>c. Possible activities during the day</li> <li>d. The weather and the season</li> </ol>
4.	Assisting with various types of garments <ol style="list-style-type: none"> <li>a. Procedure to assist with various types of garments such as undergarments, tops, bottoms and footwear</li> </ol>

### Equipment required-

Mannequin, charts, demonstration kits of different body parts, different types of garments and footwear

### Module 4.

#### Learning Outcomes:

	At the completion of this module, the student should be able to:
1.	Learn how to make the patient comfortable and encourage eating as recommended
2.	Understand the importance of verifying the patient's diet and restrictions
3.	Learn how to measure and record input
4.	Observe and ensure that the patient is comfortable when being fed
5.	Ensure that the food is provided according to the dietary prescription of the prescribing physician or dietician
6.	Demonstrate feeding through a Ryle's Tube
7.	Demonstrate the maintenance of Ryle's tube

### Contents

i.	General precautions <ol style="list-style-type: none"> <li>a. Making the patient comfortable and encourage eating as recommended</li> <li>b. Using menu card to verify the diet, restrictions, likes and dislikes of the patient</li> </ol>
2.	Infection control procedures

	<ul style="list-style-type: none"> <li>a. Feeding through spoon</li> <li>b. Washing hands and mouth after feeding</li> </ul> <p>3. Observation and reporting of unusual findings</p> <p>4. During feeding observing and ensuring that:</p> <ul style="list-style-type: none"> <li>i. Oral care and grooming is performed before feeding</li> <li>iii. The patient is comfortable when being fed</li> <li>iv. The food provided is according to the dietary prescription of the prescribing physician or dietician</li> </ul> <ul style="list-style-type: none"> <li>b. Measurement and recording of input</li> <li>c. Symptoms of distress like coughing and regurgitation</li> </ul>
<p><b>Equipment required</b></p> <p>Mannequin, charts, demonstration kits of different body parts</p>	
<p><b>Module 5.</b></p>	
<p><b>Learning Outcomes:</b></p>	
	<p>At the completion of this module, the student should be able to:</p> <ul style="list-style-type: none"> <li>1. Respond promptly to patients' elimination needs</li> <li>2. Learn how to assist a mobile patient in moving to the toilet and to provide support, if necessary</li> <li>3. Know appropriate procedures to prevent infection</li> <li>4. Use equipment / urinary catheter correctly to prevent discomfort or injury</li> <li>5. Understand the importance for excreta disposal in human body</li> <li>6. Understand the care to be provided in special cases</li> <li>7. Observe urine and stools for routine as well as special reporting</li> </ul>
<p><b>Contents:</b></p>	
	<ul style="list-style-type: none"> <li>1. General protocols and procedures <ul style="list-style-type: none"> <li>a. Promptly respond to patients' elimination needs</li> <li>b. Assist a mobile patient in moving to the toilet and provide support like giving toilet paper if required or stabilize the commode</li> <li>c. Wipe the patient and wash hands to prevent infection</li> <li>d. Use equipment correctly to prevent discomfort or injury</li> <li>e. Ensure/Maintain patients' privacy at all times during the procedure</li> <li>f. Understand the importance for excreta disposal in human body</li> <li>g. Characteristics of normal urine and feces</li> <li>h. Importance of knowing a person's regular elimination pattern.</li> </ul> </li> <li>2. Observation and reporting of unusual findings <ul style="list-style-type: none"> <li>a. Record changes in colour or texture of the elimination and report usual findings immediately</li> <li>b. Observation of urine and stools for routine as well as special reporting</li> </ul> </li> </ul>

3.	Care of patients with general conditions: <ol style="list-style-type: none"> <li>a. Diarrhoea</li> <li>b. Urinary tract infections</li> <li>c. Constipation/faecal impaction</li> <li>d. Ostomy appliance</li> </ol>
4.	Care of patients with special conditions: Understand care to be provided in case of: <ol style="list-style-type: none"> <li>a. Urine and bowel incontinence</li> <li>b. Patient with urinary catheter</li> </ol>

**Equipments:**

Mannequin, charts, demonstration kits of different body parts, wheel chair, stretcher, sample kit for stool collection, Foley's catheter etc.

**Module 5.**

**Learning Outcomes:**

	At the completion of this module, the student should be able to-
1.	Understand all procedures required for infection control
2.	Follow high level of personal hygiene
3.	Follow all standard precautions and infection control procedures
4.	Understand different types of spillages and their management

**Contents:**

1.	Infection Control practices <ol style="list-style-type: none"> <li>a. Basic principles of infection control practices</li> <li>b. Medical Asepsis - Practices to promote medical asepsis</li> </ol>
2.	Universal/ Standard Precautions <ol style="list-style-type: none"> <li>a. Hand hygiene</li> <li>b. Use of personal protective equipment (e.g., gloves, gowns, masks)</li> <li>c. Safe injection practices</li> <li>d. Safe handling of potentially contaminated equipment or surfaces in the patient environment</li> <li>e. Respiratory hygiene/cough etiquette</li> </ol>
3.	Contact precautions
4.	Healthcare Associated Infections <ol style="list-style-type: none"> <li>a. Nosocomial Infection</li> <li>b. Infection Prevention</li> <li>c. Catheter-related infections</li> <li>d. Urinary Tract Infections</li> <li>e. Surgical site infections</li> </ol>
5.	Healthcare worker safety

- a. Vaccinations
- b. Airborne precautions
- c. Needle stick injuries and their prevention - Post exposure Prophylaxis
- d. PPE kit

**Equipment**

Colour coding, segregation training materials, Gloves, PPE kit, bleaching powder

**Module 7.**

**Learning Outcomes:**

At the completion of this module, the student should be able to:

1. Introduce oneself to geriatric/paralytic/ immobile patients and their care-givers, and provide all the relevant information necessary to begin working with them
2. Ensure that patients and their care-givers are made to feel comfortable, and that they understand their needs are important and are being addressed
3. Explain to geriatric/paralytic/ immobile patients and their care-givers, his/her roles and responsibilities in relation to their care, and outline the constraints that could limit movement
4. Discuss with patients and their care-givers their own roles and responsibilities for the care of the patient
5. Respond to any concerns that patients and their care-givers might have about his/her ability to work with them
6. Encourage patients and their care-givers to ask questions and to seek clarification on any issues
7. Attempt to establish a rapport with patients and their care-givers that enables a good relationship
8. Respond sensitively to any issues raised by patients and their care-givers
9. Respect human rights of patients and their care-givers
10. Provide clear information on how to contact the service to obtain assistance if required
11. Identify any communication differences that exist, and try to address these using appropriate communication methods
12. Discuss the purpose of communication with the patient and their care-givers, and identify their preferred ways of communicating
13. Confirm with geriatric/paralytic/ immobile patients who they wish to be involved in the communication

**Contents**

1. Effective communication
  - a. Principles of effective communication
  - b. Physical and emotional barriers to effective communication.
  - c. Communication techniques to be used with individuals having special needs (e.g. impairment of vision, hearing, aphasia, and/or cognition)
2. Active listening skills
3. Developing therapeutic relationships

	<ul style="list-style-type: none"> <li>a. Definition of a therapeutic relationship</li> <li>b. Ways to establish a therapeutic relationship; planned, purposeful, built on trust</li> <li>c. How personal attitudes of illness and dependency affect establishing a therapeutic relationship</li> <li>d. Identification of the caregiver's role in ways to foster independence for the care recipient</li> </ul>
4.	<p>Patients and their care givers</p> <ul style="list-style-type: none"> <li>a. Impact of the actual care setting/environment on the following: the care recipient, the therapeutic relationship, and care recipient's adjustment to care</li> <li>b. Discuss individual rights in terms of autonomy, privacy, confidentiality, and freedom from abuse, neglect and mistreatment in the care setting</li> <li>c. Understand the impact on a person in becoming a recipient of care</li> <li>d. Appreciate the impact of the actual care setting/ environment.</li> </ul>

## Module 8.

### Learning Outcomes:

	At the completion of this module, the student should be able to:
1.	Establish a supportive relationship with the patient, and agree with them on the roles and responsibilities of their care-givers
2.	Encourage the patient to seek clarification of any procedures, information and advice relevant to them
4.	Learn how to obtain information from the patient and their care-givers on the way in which the patient's need are met
5.	Understand how to identify areas where support for the patient can be improved
6.	Keep the patient and their care-givers informed about the progress in resolving any concerns, and anticipated timescales for any outcomes
7.	Respond sensitively to any issues raised by the patient, and report any issues that cannot be resolved to the appropriate people
8.	Ensure that all the appropriate people are encouraged to provide feedback on how the patient and their care-givers are coping with change.

### Contents

1.	Aging – the process and the individual
2.	Social factors and the elderly
3.	Attitudes towards aging – personal/societal
4.	Aging and the Body/Body Systems
5.	Effects of aging
6.	Common age related health problems
7.	Aging and the Mind
	<ul style="list-style-type: none"> <li>i. Mental and personality changes</li> <li>ii. Temporary changes in mental functioning and causes</li> <li>iii. Permanent changes in mental functioning and common problems</li> <li>iv. Caring for clients with memory loss or confusion</li> </ul>

8.	<p>Working with People with Physical Disabilities</p> <p>a. Defining Physical Disability</p> <p>b. How the Home Care Worker Can Help the Physically Disabled</p>
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**Module 9.**

**Learning Outcomes:**

	<p>At the completion of this module, the student should be able to:</p>
1.	Identify current or previous interventions that the patient may have experienced and the immediate requirements of his/her plan.
2.	Obtain the valid consent of the patient for the actions to be undertaken on his/her behalf, and agree upon the information which may be passed on to others.
3.	Make arrangements for the intervention that are consistent with the patient's priority and his/her specific requirements.
4.	Ensure the environment used for the intervention is suitable, and that the privacy and dignity of the patient is protected.
5.	Implement the intervention in a safe and effective manner, using evidence-based practices and processes and in a manner that is consistent with the patient's needs and specific requirements, and encourage their effective participation.
6.	Minimize any discomfort to the patient within the constraints imposed by the intervention method.
7.	Encourage the care-givers to give appropriate support to the patient throughout the intervention.
8.	Monitor the effects of the intervention on the patient throughout the process, and identify any indications of increased risk and take appropriate action where the effects of the intervention are not as beneficial as expected.

**Contents**

1.	<p>Injuries and injury prevention</p> <p>a. Most frequent home injuries and causes</p> <p>b. Factors that may contribute to injuries among older adults</p> <p>c. Other hazards</p> <p>d. Injury Prevention</p>
2.	<p>Preparedness for injuries and emergencies</p> <p>a. First aid techniques for:</p> <p>i. Burns</p> <p>ii. Choking</p> <p>iii. Poisoning</p> <p>iv. Sprains or broken bones</p> <p>v. Bruises</p> <p>vi. Cuts and scrapes</p> <p>vii. Dizziness/fainting</p>

b. What to do in serious medical emergencies

## **Module 10.**

### **Learning Outcomes:**

At the completion of this module, the student should be able to:

1. Understand the importance of attending to death scenario
2. Be able to dress the patient, as required
3. Be able to remove any equipments (eg. Urinary catheter, Ryle's tube, IV cannula)
4. Package dead bodies in case of communicable diseases

### **Contents**

- i. Preparing body
  - a. Remove jewellery and any personal items, unless requested or advised otherwise. Ensure that appropriate records are made of any personal items left on the body or otherwise.
  - b. Attempt to close the eyes, using a small piece of clinical tape if required
  - d. Attach identification labels/wrist bands according to local guidelines and organizational policies
  - e. Dress the patient in a gown/shroud or own clothes, as required
  - f. Place an incontinence pad underneath to contain any soiling
- ii. Packing body
  - a. Place the body in the bag as per instructions, post completing any necessary documentation by nurse/physician. If a body bag is not to be used, enclose the body in a sheet, securing it with adhesive tape
  - b. Packaging dead bodies in case of non-communicable and communicable diseases



## **Continuous Assessments and Evaluation**

<b>Basic Component of the Mid-Term Examination</b>		
<b>Internal Assessment (Passing Marks)</b>	<b>60%</b>	
Submission of Assignments and Class Works	50 marks	Each subject teacher should class assignments for 10 marks
Presentations	50 marks	Each subject teacher should take ppt presentation on a specific topic for 10 marks
Viva Voce	50 marks	Each subject teacher should take viva for 10 marks followed by the presentation
Quizzes	50 marks	Each subject teacher should conduct a quiz of 10 marks
Debates & Group discussions	50 marks	Each subject teacher should debate and group discussions for 10 marks
Class Tests	50 marks	<i>Either descriptive or MCQs are to be decided by the subject teacher for 10 marks</i>
<b>Continuous Assessments</b>		
Workshop Participation (Minimum two to be held in a semester or held outside by the organization.	50 marks	<i>[The student needs to submit the proof of participation to the subject teacher/centre coordinator]</i>
External Event participation (Seminars/Conferences/ research paper presentations/ publications/blogs/videos etc)	50 marks	<i>[The student needs to submit the proof of participation to the subject teacher/centre coordinator]</i>
<b>Total marks</b>	<b>400</b>	

## ***Evaluation Pattern for End-Term in April***

<b>Written Exams (Passing Marks)</b>	<b>40%</b>
Paper I	50 marks
Paper II	50 marks
Paper III	50 marks
Paper IV	50 marks
Paper V	50 marks
Paper VI [CHI]	50 marks
Total marks	300 marks
Internship or Training (if applicable)	200
Overall grading on completion	
Weightage of First Assessment (calculated as % of total marks received by the students)	30%
Weightage of Second Assessment (calculated as % of total marks received by the students)	50%
Weightage of the internship score	20%
Total percentage -averaged out	100%
Grading done on basis of the average of total as above	
If there is no internship, its weightage will be distributed evenly in the weightage of two assessments	

## ***Importance of Indian Culture***

Out of the past is born the present, and out of the present is born the future. Change is the unchanging Law of Life. There can be no doubt that our youth should acquire the best of modern knowledge and specialize in different subjects so that they fare well in life and, at the same time, society gets the best out of them.

To be able to achieve this twin objective, they cannot afford to forget the past, the cultural values that had flowed from that past, or, as Pandit Nehru picturesquely put it, the Discovery of India, “the ancient palimpsest on which layer upon layer of thought and reverie had been inscribed, and yet no succeeding layer had completely hidden or erased what had been written previously”.

A nation that has lost its values cherished for thousands of years is like a ship without a rudder or a compass. When age does not produce enough men and women who have an acquaintance with and faith in their age-old values and traditions, the nation is on its way to losing its identity and individuality.

“I shudder to think of the future of this great nation when the generation we are rearing up, devoid of ethical, spiritual, and cultural values and led solely on material values and aiming at success by any means, comes of age.”

These words of anguish were uttered in 1950 by the far-seeing Rajaji. “The real need of the hour”, he felt, “is a re-communion between us and the sages of our land, so that the future may be built on rock and not on sand”. In the evening of his life, Rajaji often thought about how best our cultural heritage could be passed on to the generations to come. Born out of this concern were his condensations of the Ramayana, the Mahabharata, and numerous other works on religion and culture. He looked upon them as “the best service I have rendered to my people”.

With his experience as Home Minister in the first Congress Ministry in 1937, Kulapati Munshi, the founder of the Bhavan, foresaw the calamitous long-term consequences of an ‘amoral technological avalanche’. He discussed the question with some of the best minds in the land and decided to establish the Bhavan as a broad-based national movement to foster the fundamental values of Indian Culture in all segments of life. He insisted that our educated men should not only be emotionally aware of the cultural heritage of our land but should “develop a spiritual kinship with it”.

The Bhavan prayerfully offers a course on the “Cultural Heritage of India” for the benefit of the students of its Rajendra Prasad Institute of Communication and Management all over India who are annually enrolled.

Indian Culture is a living force. It absorbs alien elements when necessary but transmutes them into a new pattern of homogeneous richness. It is, therefore, a tremendous force of power and beauty that made us what we are in the world today and will make us what we want to be in the world of tomorrow.

**- Dr. K. M Munshi**  
**Founder of Bharatiya Vidya Bhavan**

The world is one family

**- Bhatruhari**

Truth is one; the wise call it by various names

**- Rig Veda**

"It is better to allow our lives to speak for us than our words."

**- Mahatma Gandhi**

Aano bhadra krtavo yantu vishwatah'  
(Meaning: Let noble thoughts come to me from all directions)

**- Rig Veda**

