

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore
MBA (Hospital Administration) 2 YEARS
III Semester
Wage and Salary Administration**

Course Objectives

The objectives of this course are to familiarize the students with the dynamics of wage and salary administration and current trends in India.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two sections A and B Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section-B will comprise one or more case (s) worth 15 marks.

Course Contents:

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wages.
2. Incentive Plans: Individual and Group Incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked), Insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.
4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management.

Text Readings

1. Garry Dessler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
2. William B. Werther Jr. and Keith Davis "Human Resource Management". New Jersey: McGraw Hill. (1993)

**Institute of Management Studies,
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MBA (Hospital Administration) 2 Years
III Semester
Project Management in Health Care**

Course Objectives: The objectives of the course are to help students to learn and acquaint themselves with various aspects of management of Hospital Projects.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students

are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

Course Contents

1. **Project Planning and Phases:** Need and importance, Phases of capital budgeting, project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), Generation and Screening of Project Ideas.
Overseas Projects: Sinning of international trading environment for overseas projects, Role of international credit rating agencies, Export potential of India in overseas projects, marketing of overseas projects including tendering, subcontracting and joint bidding. Financing of overseas project in respect of RBI guidelines, Role of international finance institutes in financing the overseas projects.
2. **Project analysis:** Market and demand analysis, (Including demand forecasting) Technical Analysis and Financial Analysis (Cost of Project, working capital requirement & its financing) overseas Project Appraisal- Techniques of Social cost- benefit analysis, Shadow pricing.
4. **Project Selection:** Project cash Flows, Time value of money, cost of capital, Appraisal criteria and analysis of Risk.
3. **Project Management and control:** Project Organization, Planning and Control or project and human aspects of project management. Project control tools (Gantt Charts, Line off Balance)
4. **Network techniques for project management:** Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models), network cost systems and activity crashing.
5. **Project Review:** Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

Text Reading:

1. Prasanna Chandra “**Project Planning, Analysis, Selection, Implementation and Review**” New Delhi, Tata MC Graw Hill Publications, 2000.
2. P. Gopalkrishnan and E. Rama Moorthy, “**Text book of Project Management**” New Delhi, Tata MC Graw Hill Publications, 2000.
3. Harold Kerzner, “**Project Management: A systems Approach to Planning, Scheduling and Controlling**”, New Delhi, CBS Publication, 1994.
- Rajive Anand, “**Project Profiles with Model Franchise Agency and Joint Venture Agreement**”, New Delhi, Bharat Publications.

**Institute of Management Studies,
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MBA (Hospital Administration) 2 Years
III Semester**

GLOBALIZATION, HEALTH INSURANCE & TPA

Course Objectives

The objectives of this course are to familiarize the students with the issues associated with GLOBALIZATION, HEALTH INSURANCE & TPA and their implementation in Hospitals and Health sector.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Content

Globalization :

Introduction : Meaning of Globalization

Need of Globalization

Advantages and Disadvantages of Globalization

Effect of Globalization on National economy

Scenario in India and Abroad

Effect of Globalization on Healthcare sector,

Effect of Globalization on Hospital Industry

Health Insurance

Introduction and concept of Insurance,

Health Insurance : India and Abroad

Health Insurance in Government Sector as a cost cutting measure

Employees State Insurance : Details

Central Government Health Scheme

Contributory Healthcare Schemes in Army & Railways

General Insurance Companies in Health Insurance

Private Insurance Companies in Health Insurance

IRDA its significance and role

Mediclaim policies and cashless facility

Other benefits through Health Insurance

Diseases usually covered or denied in various policies

Method of payments : Reimbursement of expenses or directly to the hospitals or through TPA's

Essentiality of Hospitalization

Medical records as per company requirements and their verification

TPA :

Introduction and concept of Third Party Administration in Health Insurance

Significance and role of TPA

Empanelment of Hospitals and Healthcare providers through TPA

Pre requisites and conditions for empanelment

Procedure in Hospital, on admission of patient with cashless facility and formalities required therein

Problems faced by Medical professionals & Hospitals in treating of patient with cashless facility

Problems faced by TPA in Empanelment of Hospitals, approval & verification of cases, cross checking, and in making payments

Relationship between TPA & Hospitals, TPA & Insurance Companies companies

Case based study of problems.

**Institute of Management Studies,
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MBA (Hospital Administration) 2 YEARS
III Semester
MARKETING OF HOSPITAL SERVICES**

Course Objectives: The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services.

Examinations: The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two sections A and B Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section-B will comprise one or more case (s) worth 15 marks.

Course Content:

Unit I – Introduction to Marketing of Hospital Services: Concept of Services; Characteristics of Hospital Services, Challenges in Hospital Services Marketing.

Unit II – Consumer Behaviour: Understanding buying behaviour for hospital services; selection criteria; Decision Making for Hospital services.

Unit III - Services Marketing Mix: Introduction to the Hospital Services Marketing Mix

Unit IV- Hospital Services: Structure of Hospital Services; Service Product Model; Designing new hospital services.

Unit V - Pricing: Role of price in communicating hospital service value and quality; Factors involved in pricing hospital services; Service pricing methods and strategies.

Unit VI - Distribution: Marketing channels for hospital services; Distribution strategies for hospital services; Challenges in distribution of hospital services; Role of Internet in distribution of hospital services.

Unit VII - Promotion: Integrated marketing communications for hospital services; Creating hospital service promises; Using marketing communications tools for hospital service promotion

Unit VIII - People: The key role of employees in a hospital service business; Concept of Service encounter – Moment of Truth; Managing hospital service employees.

Unit IX - Physical evidence: Hospital Service Environment; Nature of physical evidence; Importance of physical evidence in hospital services; Managing Hospital Service Clues.

Unit X - Process: Hospital Service as a process; Different process aspects and managerial challenges; Strategies for managing hospital service process – Blue Printing; Co-creation: Customers as ‘co-producers’; Self Service Technologies, Managing hospital experience.

Unit XI – Hospital Service Strategies: Service Triangle; External Marketing; Internal Marketing; Interactive Marketing

Unit XII – Hospital Service Quality: Concept and Importance of quality in Hospital Services; Customers evaluation criteria for service performance; Service Quality Models - Parsuraman-Zeithamal-Berry (PZB) Gaps Model - SERVQUAL, and Gronroos model; Managing Service quality.

Unit XIII – Strategic Issues in Hospital Service Marketing: Patient Complaints, Satisfaction, Loyalty; Relationship Management.

Books Recommended:-

1. Services Marketing – Lovelock, Wirtz & Chatterjee, Pearson.
2. Services Marketing – Zeithaml, Bitner, Gremler & Pandit, TMGH.
3. Strategic Marketing For Health Care Organizations - Building a Customer-Driven Health System – Philip Kotler, Joel Shalowitz and Robert J. Stevens , Jossey Bass.

**Institute of Management Studies,
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MBA (HA) 2 Yrs Semester III
Operations Management**

Course Objective

The objectives of this course are to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents

1. Introduction to Production and Operations Management: Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function.
2. Facilities Planning: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility, center of gravity and median models, Dimensional analysis, Brown and Gibson Model.
3. Layout of Manufacturing/service facility: Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix, materials handling concepts.
4. Resources Requirement Planning: Capacity Planning, Machines and Labour Planning (Computations of Number of Machines and Number of Workers) and Learning Curve Application.
5. Production Planning and Control: Aggregate Production Planning - Chase strategy (vary the work force), level production (inventory cost and stock out cost), Mixed strategy (transportation model), Materials Requirement Planning,
6. Operations Scheduling and Production Activity Control for Mass Manufacturing.(Assembly line balancing using priority rules – rank positional weight, longest activity duration and largest number of successors), Batch Processing (sequencing using run - out time) and Job shop - n-jobs on single machine (using EDD, SPT, FCFS, ST, CR), n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m-machines (Graphical method – Aker's Algorithm)
7. Quality Control: Quality Control Function, Acceptance sampling (single sampling, double sampling and multiple sampling), Statistical Process Control, Operating Characteristics Curve and its Applications (for attributes and variables), Application of Control Charts (C-chart, P-chart, X and R charts), Quality Circles, Quality Improvements, Introduction to Six Sigma Quality concept and its role in quality Management, preventive & breakdown maintenance.

Text Reading

1. R Paneerselvam. “**Production and Operations Management**”, New Delhi: Prentice Hall of India Publications, 2000.
2. S N Chary. “**Cases and Problems in Production and Operations Management**”, New Delhi: Tata McGraw Hill Publications, 5th Ed., 2000.

3. Joseph G. Monks “**Operations Management**”, New York : McGraw Hill Publications, 1996.

Suggested Readings

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, “**Applied Production and Operations Management**”, New York : West Publishing Company, 1st Ed., 1985.
2. Elwood S. Buffa and Rakesh K. Sarin, “**Modern Production, Operations Management**”, Singapore: John Wiley and Sons, 8th Ed., 1994.
3. Everett E Adam Jr. and R.J. Ebert, “**Production and Operations Management**”, New Delhi: Prentice Hall of India Publications, 2000.

**Institute of Management Studies,
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MBA (HA) 2 Yrs Semester III
Legislation For Health and Hospitals**

Course Objectives

The objectives of the course are to expose the students to the multidimensional complexities of Hospital legislation to enable them to develop the right perspective of this delicate responsibility to deal with Hospital Administration in a constructive manner.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

Unit 1

Introduction:

-Introduction of Laws applicable to Hospitals, Functioning of hospitals and Medico – legal responsibilities cases and problems, Medico- Legal Problems in relation to health administration
- **Provision of commissioning of hospitals:** Registration of companies act 1956 with reference to Incorporation of hospitals as a company, Indian medical council act 1956

Unit 2

General Laws:

- General Law of Contract : Essentials of a Contract – Offer and acceptance – Capacity of Parties Free Consent – Consideration and legality of object – Void argument and Contingent Contract, Law of privileged communications.
- IT act 2000 with reference to e- Governance, digital signature certificate, Major cyber offences and penalties.

Unit 3

Laws Governing Medico-legal aspects:

-List of Offences & Professional Misconduct of Doctors as per Medical Council of India IPC section 52 ,80 , 89 , 92,93, 100, 93 ,262, 269, 278, 284,304 A, 336, 337 and 338
- Indian Evidence act section 126, Law of Tort
- Consumer Protection Act – Definition – Consumer Protection Council – Consumer Disputes Redressal Agencies – Other Salient features – Application of Consumer .Protection Act in Hospital – Recent judgment of Supreme Court – Implication for Health Professionals

Unit 4

Laws Related to Medical Procedures:

Medical Termination of Pregnancy Act 1971(MTP Act) ,Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), Transplantation of Human Organ act 1994

Unit 5

Laws related to drugs and Pharmacy:

Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 , (Blood bank regulations under Drugs and cosmetic rules), Pharmacy Act 1948

Unit 6

Other laws:

Environment protection Act 1986, Water (prevention and control of pollution) Act 1974 , The epidemic disease Act 1897

Suggested Reading

1. Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi
2. Kuchhel, M.c, 2003, Marcentile Law; Vikas Publishing Private Ltd. New Delhi
3. Pathak,Legal Aspect of Business,TMH
4. Law & Ethics in Nursing & Health Care,Nelson Thron
5. Law and Medical Profession - Eastern Law Book Co.
6. Related Acts - Kamal Law Book House

**Institute of Management Studies,
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MBA (HA) 2 Yrs Semester III
Health Economics**

Objectives: The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organisations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contains:

Part-I

Introductory Health Economics

1. Introduction Health Economics.
2. The demand for Health & Health Services.
3. Demand Elasticity & Health
4. Production, health & care. Efficient use of inputs
5. Cast of Delivering Health services.
6. Basic Market models.
7. Supplier-induced Demand and Agency
8. Market Failure & Government.

Part-II

9. The Theoretical Bases of Economic Evaluation.
10. Issues in the measurement of Costs.
11. Measuring Benefits in Economic Gravitation.
12. Practical Steps in Economic Gravitation
13. Economic Gravitation as a framework for choice.

Part- III

Further Economics of Markets and Market Interventions.

14. Contracting
15. Market Struthers
16. Hospital & Health provider Behavior & Motivation
17. The Economics of Regulation.
18. The incentives and Agency.

Part- IV

19. Health Systems : A Framework for Analysis.
20. Health Systems around the world. An introduction to variation & Performance.
21. Reliance on the state: Public Health Service Systems.
22. Voluntary insurance based Systems.
23. Social Entrance Systems
24. Portals Systems.

Trends in Health Sector References.

**Institute of Management Studies,
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MBA (HA) 2 Yrs Semester III
BUSINESS PROCESS REENGINEERING**

Objective: The objective of the course to acquaint the students of the concepts and developing abilities and skills for the effective performance in Hospital Industry.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents:

Business Process reengineering Philosophy, Possibilities and Pitfalls, process Reengineering framework Opportunity Assessment, Planning the Business Process Reengineering healthcare Project, The Business process Reengineering Team , Business Process Analysis, Process Design, Risk and Impact Assessment, Planning and Implementing the Transition, Tracking and Measuring Process performance in healthcare, Advanced tools and Techniques.

Text Books:

1. Business Process Reengineering - enry J. Johansson, Patrik Mchuch, A. John Pendlebury, Willam A. Wheeler III, John Wilev & Spms.
2. Process Reengineering - LonRoberts, Tata McGraw-Hill, New Delhi.