

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (Hospital administration)

Semester - II

2017 - 2019



INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

MBA [Hospital Administration] MS5G SEMESTER- II BATCH [2017 -19]

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenge of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge in Hospital and Healthcare

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical, Clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems in Healthcare Business
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions in Healthcare setups

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance,

Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making in Hospitals and Healthcare
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international Expansion, and new venture development

**INSTITUTE OF MANAGEMENT STUDIES
Batch 2017-2019**

M.B.A. (Hospital Administration) MS5G Semester II

Subject Name	MARKETING MANAGEMENT	Subject Code	MH 203
---------------------	-----------------------------	---------------------	---------------

Subject Nature: Generic

Course Objective:

- To familiarize the students with marketing concepts and practices.
- To acquaint them with the challenges of marketing environment and competition;
- To expose them to the elements of marketing mix; and develop their capacity to formulate appropriate marketing strategies and tactics
- The objectives of the course are to introduce and develop the basic principles of marketing management to the students of hospital administration.

Learning Outcome:

At the end of the course students should be able to;

1. Define Marketing Management and explain its pivotal role.
2. A **clear understanding and exposure to the concept of marketing and its roots in Hospital-centric approach, and the elements of marketing mix.**

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks Students will be required to attempt any 5 questions out of 7. All questions carry equal marks.

Course Contents		Class Room Contact Sessions
UNIT –I Marketing Concepts	1.1 Customer Value and Satisfaction 1.2 Customers Delight, 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain, market planning and scanning the Marketing Environment.	07
Unit-2 Market Segmentation, Targeting, Positioning	2.1 Market segmentations, 2.2 Levels of market segmentations, 2.3 Patterns, procedures, requirement for effective segmentation, 2.4 Evaluating the market segments, 2.5 Selecting the market segments, developing a positioning strategy.	08
Unit-3 Product &	3.1 Objectives, 3.2 Product classification, 3.3 Product-Mix, Product life cycle strategies	09

Pricing Decision	3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting. 3.6 Factors affecting price 3.7 pricing methods and strategies.	
Unit- 4 Distribution Decisions	4.1 Importance and Functions of Distribution Channel, 4.2 Considerations in Distribution Channel Decisions 4.3 Distribution Channel Members	07
Unit -5 Promotion Decisions	5.1 A view of Communication Process, 5.2 developing effective communication, 5.3 Promotion-Mix elements.	06
Unit-6 Consumer Behaviour & Decision Processes	6.1 Introduction to Consumer Behavior and Consumer Research: 6.2 Nature, Scope and application of Consumer Behavior and Consumer Research. 6.3 Pre-purchase process: Information processing, 6.4 Purchase Processes: Consumer Decision rules. 6.5 Post Purchase Processes: Framework, dissonance satisfaction / dissatisfaction.	08
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

1. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque, " **Principles of Marketing: A South Asian Perspective**" 13th edition Pearson Education.
2. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit " **Marketing Concepts and Cases**", Tata Mc Graw Hill, 13th Edition.

Reference Books:

1. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, Mithileshwar Jha " **Marketing Management - A South Asian Perspective**" – 13th Edition, New Delhi: Pearson Education.
2. Rajan Saxena, **Marketing Management**, 4th Edition, Tata McGraw Hill

**INSTITUTE OF MANAGEMENT STUDIES
Batch 2017-2019**

M.B.A. (Hospital Administration) MS5G Semester II

Subject Name	MANAGEMENT OF QUALITY	Subject Code	MH 205
---------------------	------------------------------	---------------------	---------------

Subject Nature: Ability Enhancement

Objectives: The objective of the course is to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. 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.

Learning Outcome:

At the end of the course students should be able to;

1. Define Management of Quality in hospitals and explain its pivotal role.
2. A **clear understanding and exposure to the concept of Quality and its roots in Hospital-centric approach, and the elements of Quality.**

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks Students will be required to attempt any 5 questions out of 7. All questions carry equal marks.

Course Contents		Class Room Contact Sessions
Unit 1	Basic Concept, Definition, Terminology of Quality Management Quality Policy and Objectives.	6
Unit 2	Organization for Quality, Quality Circles. Economics of Quality.	7
Unit 3	Quality Assurance, Zero Defect Concept. Quality Specifications.	8
Unit 4	Statistical Aids in Limits and Tolerances. Inspection.	7
Unit 5	Manufacturing Planning for Quality.	6
Unit 6	Sampling Plans for Attributes and Variables and Various Control Charts. Total Quality Control	6
Unit 7	ISO (International Organization for Standardization) – QMS – ISO 9001:2000, JCI Standards for Healthcare & Hospitals, NABH (National Accreditation Board of Hospitals.)	5
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Books:

1. Dale H Besterfield-**Total Quality Management**,3e-(Indian Reprint)Pearson
2. Poornima Charanthimath-**Total Quality Management**-(Indian Original)Pearson
3. D.D. Sharma,**Text book of Quality Management.**

INSTITUTE OF MANAGEMENT STUDIES**Batch 2017-2019****M.B.A. (Hospital Administration) MS5G Semester II**

Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MH 204
Subject Nature: Generic			
Course Objectives: The course objectives are to help the students develop understanding of the dimensions of management of human resources, with particular reference to personnel management policies and practices in India. Efforts will also be directed towards developing their communication and decision making skills through case discussion, role playing and panel discussion.			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none">1. Define Human Resource Management and explain its pivotal role.2. A clear understanding and exposure to the concept of Human Resource Management and its roots in Hospital-centric approach			
Examinations : The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 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			Class Room Contact Sessions
Unit 1	Field of HRM: Concept, Traits, Roles and Responsibilities of HR Manager.		7
Unit 2	Acquisition- Recruitment, Selection, Induction, Placement.		8
Unit 3	Development _ Training, Performance Appraisal.		7
Unit 4	Compensation – Wage and Salary Administration, Compensation.		8
Unit 5	Maintenance _ Grievance Handling, Discipline.		7
Unit 6	Separation – Turnover, layoff, Discharge, Retrenchment, VRS. Future Trends in HRM.		8
TOTAL CLASSROOM CONTACT SESSIONS			45

Text Readings:

1. Edwin Flippo, "Principles of Personnel Management", McGraw Hill International Book Company, New Delhi.
2. Arun Monappa and Mirza S.Saiyudhin, "Personnel Management", Tata Mc Graw Hill, 1979.
- 3 R.D. Agarawal," Dynamics of Personnel Management in India", Book of Readings, Tata Mc Graw Hill, 1979.
- 4 Pigors and Myers et. al.," Management of Human Resources" Book Company New Delhi.

INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Hospital Administration) MS5G Semester II**

Subject Name	FINANCIAL MANAGEMENT- I	Subject Code	MH 202
Subject Nature: Generic			
Course Objective The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.			
Learning Outcome: At the end of the course students should be able to; 1. Define FINANCIAL MANAGEMENT and explain its pivotal role. 2. A clear understanding and exposure to the concept of FINANCIAL MANAGEMENT and its roots in Hospital-centric approach			
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			Class Room Contact Sessions
Unit 1	Introduction: Concept of Finance, Corporate Finance, Finance Functions and other functions. Structures of the Financial System. Meaning and Objectives of Financial Management, Scope and Functions of Financial Management, Wealth Maximization v/s Profit Maximization. Short Term and Long Term Sources of Finance in India.		5
Unit 2	Cost-Volume-Profit Analysis: Concept, BEP in units, BEP in rupees, Multiproduct BEP, Margin of Safety, P/V Ratio.		5
Unit 3	Ratio Analysis: Liquidity, Profitability, Leverage and Activity Ratios. Calculation and Interpretation.		6
Unit 4	Investment Decisions: Time Value of Money, DCF and Non DCF Methods for Evaluating Projects, Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital.		5
Unit 5	Leverage Analysis: Determination of operating leverage, financial leverage and total leverage, Leverage and Financial Distress		6
Unit 6	Statement of Changes in Financial Position: Funds Flow Statement; Total Resource Method, Working Capital Method and Cash Method, Cash Flow Analysis.		5

Unit 7	Capital Structure and Firms Value: Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach. EBIT ---EPS Analysis, ROI ---ROE Analysis.	5
Unit 8	Dividend Policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.	4
Unit 9	Working Capital Management: Cash and Liquidity Management, Credit Management, Determination of Working Capital and its Financing , CMA form for Working Capital	5
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Readings

1. M.Y.Khan & P.K.Jain, “**Financial Management**”, Delhi: Tata Mc Graw Hill, 4TH Edition 2000.
2. I.M.Pandey, “**Financial Management**”, New Delhi: Vikas Publication House, 8th Ed., 2001.
3. R.P.Rustogi, “**Financial Management**”, Galgotia Publication, Reprint 2000.

Suggested Readings

1. Prasanna Chandra, “**Financial Management**”, New Delhi: Tata Mc Graw Hill, 1993
2. S.C.Kuchhal, “**Financial Management**”, Allahabad: Chatanya Pub. House, 1995
4. V. K. Bhalla, “**Working Capital Management**”, 2nd Ed.1998, Anmol Publication, New Delhi, 1998.
5. R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi, 5th Edition 2000.

INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Hospital Administration) MS5G Semester II**

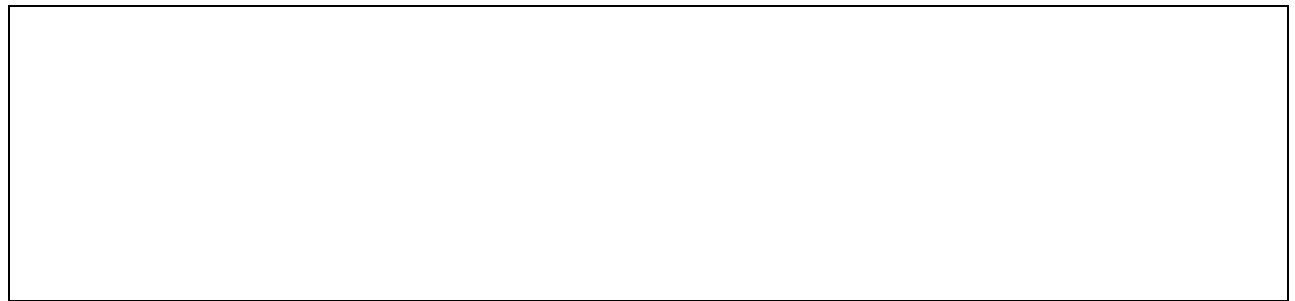
Subject Name	HOSPITAL PLANNING	Subject Code	MH 206
Subject Nature: Core			
<i>Objective:</i> The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.			
Examinations The faculty member will award marks out of a maximum of 40 marks for the 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.			
Learning Outcome: At the end of the course students should be able to: Define HOSPITAL PLANNING and explain its pivotal role. A clear understanding and exposure to the concept of Define HOSPITAL PLANNING and its roots in Hospital-centric approach			
Course Contents			Class Room Contact Sessions
Unit 1	Planning as a management function. Steps of planning. Hospital Planning: Meaning & scope	7	
Unit 2	Concept of building a Hospital, Availability of Finance & land Feasibility Studies catchments area and demand analysis	8	
Unit 3	Guiding principles in planning Hospital facilities & services Planning of type, size and facilities for Hospital Operational plan and functional plan Facility Master Plan Design (Internal & External Aspects)	6	
Unit 4	Planning of Equipment Organizational plan Administrative Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, P R Deptt., Marketing	7	
Unit 5	Basics for requirements for Clinical Service Departments. and Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear Medicine, Surgical, Labour room & delivery room, Physical Medicine & rehabilitation, Occupational & recreational therapy	6	
Unit 6	Speech & hearing, Pulmonary unit, CATH lab, Nursing Unit (pediatric, obstetrics & Gyaec, Psychiatric, Isolation, ICU, ICCU and Nursery), Admission	5	

Unit 7	Department, MRD, CSSD, Materials Management, Food Service, Landry, Repair Maintance & Engineering , Air conditioning, Medical Gases, Communication, BMW Management.	6
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Recommended Text :</p> <p>Text Books on Hospital Planning and Management by : Mc Caullay, Kunders, Tabish, Shaktikant Gupta ,BM Sakharker</p>		

INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Hospital Administration) MS5G Semester II**

Subject Name	OPERATION RESEARCH	Subject Code	MH 207
Subject Nature: Generic			
Course Objectives: The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.			
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 will be required to attempt 5 Question out of 7 Questions. All Questions will carry equal Marks.			
Learning Outcome: At the end of the course students should be able to: <ol style="list-style-type: none"> 1. Define and explain Operation Research its pivotal role. 2. A clear understanding and exposure to the concept of Operation Research and its roots in Hospital-centric approach 			
Course Contents			Class Room Contact Sessions
Unit 1	Linear Programming- Nature and Purpose of Artificial Variables, Review of Big-M Method, 2-Phase Simplex Methods, Duality and Post- Optimality Analysis	5	
Unit 2	Non Linear Programming – Dynamic Programming, Goal Programming, Integer Programming, Quadratic Programming. Concepts and Applications (No Numericals from this Part)	5	
Unit 3	Game Theory: Introduction to Game Theory, Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games using – Algebraic and Graphical Methods, Game Theory and Linear Programming.	7	
Unit 4	Markov Chain Analysis: Computation of sequential probabilities of States for different periods, Steady State Probabilities, Application of Markov Chain.	7	
Unit 5	Sequencing Models:	4	
Unit 6	Replacement Models.	4	
Unit 7	Decision Theory – Decision making under certainty, Uncertainty and Risk. EMV, EOL, EVPI and their usages.	7	

Unit 8	Simulation: Introduction to Simulation, Monte Carlo Technique and its Applications.	6
	TOTAL CLASSROOM CONTACT SESSIONS	45
	Text Books: Operation Research by: <ol style="list-style-type: none"> 1. Taha H.A 2. Wagner . M 3. Hira D.S & Gupta P.K. 4. Sharma S.D. <ul style="list-style-type: none"> • Vohra N.D , Quantitative techniques in Management, latest edition 	



INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Hospital Administration) MS5G Semester II**

Subject Name	RESEARCH METHODOLOGY	Subject Code	MH 201
Subject Nature: Generic			
Objective: The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).			
Examination: 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.			
Prerequisites: Student are suppose to have knowledge of Measures of Central Tendency, Measures of Dispersion, Simple Correlation and Regression Analysis. These concepts are taught to them in earlier semesters. There will be no questions in examination from Prerequisites.			
Course Contents			Class Room Contact Sessions
Unit 1	Introduction to Research Methods: Role and objectives of business research, types of research and various research design (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher. Experimental research design will comprise of Completely Randomized Design, Latin Square Design and Factorial Design.		7
Unit 2	Data and their Collection: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews.		8
Unit 3	Advance Data Analysis tools : Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis		7
Unit 4	Sampling, Sampling Methods, Sampling Plans, Sampling Error, Sampling Distributions : Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.		8
Unit 5	Hypothesis and Hypothesis testing Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, ANOVA, U test, Kruskal-Wallis test, chi square test.		7
Unit 6	Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in Report writing, layout of report and		8

	precautions in writing research reports. Epilogue: Limitations of RM, Philosophical issues in Research, Ethics and Research.	
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Readings:

- William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press.
- C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston Irwin, Latest Edition
- Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications.
- David Nachmias and Chava Nachmias, “Research Methods in the Social Sciences”, New York: St. Marlia’s Press.
- C. R. Kothari, “Research Methodology: Methods and techniques”, New Delhi: Vishwa Prakashan.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Hospital Administration) MS5G Semester II

Subject Name	Organization and Administration of hospital services	Subject Code	MH 208
Subject Nature: Core			
<i>Objective:</i> The objective of the course is to enable students to have a good understanding of Hospital Administration			
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.			
Learning Outcomes: At the end of the course students should be able to; 1. Define Organization and Administration of Hospital Services and explain its pivotal role. A clear understanding and exposure to the concept of Organization and Administration of Hospital Services.			
Course Contents			Class Room Contact Sessions
Unit 1	Hospital administration – Principles Introduction to the hospital field.-Definitions --hospital and medical care, types, control.- Functions--medical care, prevention, professional education and research.-Role of hospital in health spectrum. Hospital of India-to-day.	5	
Unit 2	Classification & Accreditation -Number ; type ; size ; distribution; ownership; utilization; rations; trends ; Problems Trends of Hospital Administration Abroad. Hospital administration- Principles-Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator Organization of Hospital.	5	
Unit 3	The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication. Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator Problems of hospital administration and their expected solutions.	7	
Unit 4	Management of different Clinical , Para clinical , and Support service departments in Hospitals Hospital hazards Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals Administration of a teaching hospital.	7	

Unit 5	Administration of a corporate hospital. Administration of a voluntary & charitable hospital. Hospital utilization and its evaluation Public Relations in Hospitals Quality Management in Hospitals-Certification & Accreditation TQM in Hospitals Management of Medical Records Department (manual & computerized)Management of Hospital Information System (Manual, Online & Offline)	4
Unit 6	Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit Nosocomial Infection Management of Biomedical Waste in Hospitals (Law & the Reality)Role of Administration in Medical & Paramedical Education and Research Recent trends in hospital administration	4
Unit 7	Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance. Patient Education through I.T.(CAPE) Inquiries and Disciplinary Actions. Disaster Management Programs Legal aspects in Hospitals.	7
Unit 8	Inquiries and disciplinary actions.-Laws and regulations applicable to hospitals-M.P. Nursing home act as a representative act -Permits and licenses : Local administration, Municipal corporation, CMO, MTP act, PNDD, Narcotics, Drugs & Cosmetics act, Radiation Control, Pollution Control etc.-.Insurance of Building Equipment & Manpower in Hospital Administration of Health Insurance cases & TPA	6
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading

Books of Hospital Planning and Administration :

- B.M.Sakharkar , **Principles of Hospital Administration and Planning** ,
- Kunders **Hospital planning & Hospital Management**
- **Hospital operations (Clinical services) by S. Porkodi,**
- **Hospital operations- (Non Clinical services)Sangeetha Natarajan, Parshva publications, Sonapat (Haryana)**