

INSTITUTE OF MANAGEMENT STUDIES
MBA (HA) MS5G IV Sem

COMPENSATION AND REWARD MANAGEMENT (C&RM)**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.

Contents:

1. Wage and Salary Administration: Definition, Goals, Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems–.Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI.
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: Strategic Reward: Concept, Aims– Strategic Reward and Reward Management–Purpose and Contents of Reward Strategy–Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy–Developing reward strategy– Communicating reward strategy – Implementing reward strategy

SUGGESTED READINGS:

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Milkovich, Newman, Ratnam, Compensation, McGraw Hill, New Delhi.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.
7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore
MBA (Hospital Administration) **MS5G** 2 Yrs
SEMESTER IV
ORGANISATION DEVELOPMENT

Course Objectives

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes. 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

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, interGroup interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant Client Relationships, System Ramifications, and Power Politics.
5. Emerging Trends in OD with special emphasis on future organizations.

Text Readings

1. Wendell L. French and Cecil N. Bell Jr., "Organization Development" New Delhi, Prentice Hall, 5th Ed., 1999.

Suggested Readings

1. Don Harvey and Donald R. Brown, "An Experiential Approach to Organizational Development", New Jersey, Prentice Hall Inc., 1996.
2. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski. (Eds.), "Organizational Development and Transformation: Managing Effective Change", Illinois: Irwin Inc., 1994.

STRATEGIC MANAGEMENT

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.

ExaminationsThe 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..

1.NATURE OF STRATEGIC PLANNING/MANAGEMENT

Dynamic environment in health care/ strategic mgmt in h.care industry/ strategic planning and strategy/Thinking map of strategic planning process in healthcare organizations/Situational analysis Benefits of strategic planning and mgmt./hierarchy of strategies

2.UNDERSTANDING AND ANALYSING THE EXTERNAL ENV.

External nature of S.Mgmt,goals and,limitatations of environmental analysis, Components of General and Heathcare environment/Process of ext.environmental analysis

3.SERVICE AREA COMPETITOR ANALYSIS

Purpose of competitor's analysis Service Area competitor analysis

4.INTERNAL ENVIRONMENTAL ANALYSIS/COMPETITIVE ADVANTAGE

value chain in healthcare,components of value chain,Strategic thinking map and steps

5.DIRECTIONAL STRATEGIES

mission,vision,values and strategic goals

6.DEVELOPING STRATEGIC ALTERNATIVES

Decision logic and strategic thinking map for strategy formulation

7.EVALUATION OF ALTERNATIVES AND STRATEGIC CHOICE

TOWS matrix,PLC analysis,BCG Portfolio analysis,SPACE MATRIX

8. STRATEGY IMPLEMENTATION:

a.implementing Strategy Through Value Adding Service Delivery & Their Supporting Stratgies.b.implementing Strategy Through Unit Action Plans.

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore
MBA (Hospital Administration) MS5G 5 Yrs
SEMESTER VI th**

INDIAN ETHOS IN MANAGEMENT

Course Objective: The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.

Examinations

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 will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain cases/practical problems.

COURSE CONTENTS

Indian Ethos: Concept, Culture and Management. Is Management Culture Bound? (A discussion)

The Sources of Indian Ethos in Management: Vedas, Upanishads, Puranas, Shastras, Shrutis and Smritis.

Value for Indian Managers: Values & Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management.

Ethico - Moral Management: Ethics and Morals and Intellect of Emotions?, Science & Technology Vs. Ethics & Morals, Vedantic Ethics & Back to roots.

Work Ethics & Ethics in & Work: Life Goals or Purusharthas, Gunas & Avagunas, Karma and Yoga, Sanity in over heated Organisations.

The Indian Heritage & Productivity: Philosophical aspects of Productivity, Essence of the Indian heritage, Energy Processing and the Manager - Sadhak, India's Non centralized culture, and the Productivity Ethics.

Text Readings:

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
- 3 Murthy, **Business Ethics**, 2009, Himalaya Publishing House
4. S Prbakaran, **Business Ethics and Corporate Governance**, Excel Books

Suggested Readings

1. Shashtri J.L., **Ancient Indian Thoughts and Mythology** , 1st edi, Motilal Banarsidas,
2. F. Max Muller , **Sacred Books of East** , Motilal Banarsidas, New Delhi

CONSUMER BEHAVIOUR

Course Objectives

The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications

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

- 1.Introduction to Consumer Behavior: Definition and scope of Consumer Behaviour, Linkage with marketing strategy, Application of Consumer Behaviour and Consumer Research.
- 2.Environmental Influences on Consumer Behaviour: Understanding culture, sub-culture and its marketing implications in consumer behavior, cultural process; Social class, Measurement of social class, social class mobility; Family, Family Life Cycle and Family Decision Making Process, Understanding Husband-Wife Decision Roles, Children's & Peer Group Influence in the Family Decision Making; Personal influence, word of mouth communication, opinion leadership.
- 3.Individual Determinants of Consumer Behaviour: Demographics; Concept, Theories and Applications-Motivation, Learning, Knowledge, Involvement, Perception, Attitude formation and Change, Personality and Self Concept, Psychographics and Life Style.
- 4.Consumer Decision Processes and Models
 - a.Pre-purchase process: Information processing, Types of information on and sources, external and internal search, marketing strategies
 - b.Purchase Processes:Consumer choice making process, Evaluative criteria, Decision rules.
 - c.Post Purchase Processes: Framework, dissonance satisfaction / dissatisfaction.
- 5.Strategic Applications of Consumer Behaviour:Marketing to children, women, adults and old age consumers: concerns and strategies; The consumer movement, consumer rights and responsibilities.

Text and Suggested Readings:

- 1.Balckwell; R.D., Miniard, P.W. and Engel, J.F., "Consumer Behaviour", Thomson.
2. Schiffman L.G. and Kanuk L.L., "Consumer Behaviour", PHI.
- 3.Hawkins, Del I., Best, Roger J., Coney, Kenneth A. and Mookerjee, Amit, "Consumer Behavior Building marketing strategy", Tata McGraw Hill Publishing Company Limited, New Delhi.
- 4.Assel, H., "Consumer Behaviour", Thomson
- 5.Solomon M.R., "Consumer Behaviour", PHI.

SALES AND DISTRIBUTION MANAGEMENT

Course Objectives

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

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

- Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.
- Theories of Sales Management: objectives, Nature and Scope. Buyer -Seller Dyads, Theories of selling-AIDAS Theory, “Right set of circumstances” Theory, “Buying Formula” Theory, and Behavioral Equation Theory of selling.
- Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
- Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
- Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.
- Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, Retailer Marketing Decisions.
- Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

Text Readings

- Cundiff and Govni, “Sales Management-Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India.
- Ingram, Laforge, Avila, Schwegker and Williams, “Sales Management”, Thomson

Suggested Readings

- Watuba R. Thomas., Sales Management-Texts and Cases”, Business Publication Inc.
- Johnson, Kurtz and Scheving–“Sales Management, Concept Practice and Cases”, McGraw Hill NY.

CONTEMPORARY ISSUES IN HEALTH CARE

Course Objective: The objective of the course is to acquaint the students with changing scenes of health and disease, the latest diagnostic and therapeutic approaches and emerging issues at National & International levels.

Course Content:

Changing patterns of Diet & Nutrition, Changing patterns of Life Styles and their effects on Health, Changing concepts of Quality of Life, Changing socio economic standards, Changing pattern of Health & Disease Newly emerging diseases & Stress related disease pattern, Shift from curative, to Health promotion & disease prevention ,Role of Doctor and medical personnel as a community advisor ,Advanced Scientific methods in Pathology, Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc.

Advanced Scientific methods in Radiology, Radio diagnosis & Radiotherapy, Advanced Scientific methods in Medical and Surgical Diagnosis and Treatment, Computerized organ functions, Blood gases, Multi para monitoring, Ventilators, Defibrillators, Pace makers, Various Endoscopies, Endoscopic diagnosis ,biopsies & Endoscopic surgeries etc.,Laparoscopic & Minimal Invasion Surgery,Uro dynamic studies, flowmetry, Uro endoscopic procedures, Lithotripsy,Haemo and Peritoneal Dialysis.,Various advanced Neurodiagnostic procedures , methods of treatment including Steriotaxy ,Cardiac procedures like Angiography , Angioplasty, medicated stents, routes for stenting , CABG ,Micro vascular techniques, closed cardiac procedures, Heart –lung machine ,Microscopic surgery in ophthalmology , ENT,Phaco emulsification in ophthalmology

Use of C-arm, Illizarov, and other modern techniques in Orthopaedics ,Lasers in Diagnosis and Treatment. CO₂and Yag Lasers.,Use of Lasers in ophthalmology, dermatology, Robotic surgery,Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank , Surrogate motherhood ,Plastic surgery,Organ Transplant : Kidney, Cornea, Liver , Heart , others , Stem cells and their importance . Need for stem cell banks,Nanotechnology

Medical Tourism :Video conferencing : Concept, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Online view and interference of interventional and surgical procedures Tele Medicine : Concept, prerequisites, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe