Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

Syllabus

M.B.A. (HOSPITAL ADMINISTRATION) 2 Year

Semester – I TO IV

2018 - 20

INSTITUTE OF MANAGEMENT STUDIES
D. A. UNIVERSITY, INDORE
NOMENCLATURE AND COURSE OUTLINE
MBA (HOSPITAL ADMINISTRATION) MS5G 2 YEARS PROGRAM [2018-20]

FIRST YEAR

MBA (HOSPITAL ADMINISTRATION) FIRST SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH- 101 2Y	Fundamentals of Management
2	MH- 102 2Y	Organisation behaviour
3	MH- 103 2Y	Business Accounting
4	MH-104 2Y	Business Communication
5	MH-105 2Y	IT for Business application
6	MH- 106 2Y	Quantitative Methods
7	MH- 107 2Y	Hospital Administration
8	MH- 108 2Y	Business Ethics & management By Indian Values

MBA (HOSPITAL ADMINISTRATION) SECOND SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH 201	Research Methodology
2	MH 202	Financial Management
3	MH 203	Marketing Management
4	MH 204	Human Resource Management
5	MH 205	Management Of Quality
6	MH 206	Hospital Planning
7	MH 207	Management Sciences
8	MH 208	Organisation and Administration of Hospital Services

SECOND YEAR
MBA (HOSPITAL ADMINISTRATION) THIRD SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH-301 2Y	Operations Management in Healthcare
2	MH- 302 2Y	Project Management in Healthcare
3	MH- 303 2Y	Legislation for Health and Hospitals
4	MH-304 2Y	Health economics
5	MH- 305 2Y	Human Resource Development
6	MH- 306 2Y	Industrial Relations and Labour Laws
7	MH-307 2Y	Quantity Accreditation of Healthcare Organisation
8	MH-308 2Y	Business Processing and Re-engineering
9	MH-309	Marketing of Hospital serbices
10	MH-310	Integrated Marketing Communication

MBA (HOSPITAL ADMINISTRATION) FOURTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH 401	Strategic Management in Healthcare
2	MH 402	Entrepreneurship and New Ventures
3	MH 403	Contemperory issues in Healthcare
4	MH 404	Organisational development
5	MH 405	Compensation and Reward Management
6	MH 406	Logistics and Supply Chain Management in Health Care
7	MH 407	Consumer Behaviour
8	MH 408	Sales Management
9	MH 409	MRP or Decision Making Skills

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

MBA [Hospital Administration] SEMESTER- I

BATCH [2017 -19]

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges 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

M.B.A. (Hospital Administration) 2 Years

BATCH 2017-18

SEMESTER I

SUBJECT NAME	**BUSINESS ACCOUNTING**	**SUBJECT CODE**	FT-103C
		TOTAL CREDITS	**03**

SUBJECT NATURE: GENERIC

COURSE OBJECTIVE:

To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.

LEARNING OUTCOME:

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

1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance.
2. Finalize Accounting Statements of Individuals.
3. Understand basic of Cost Accounting and related decision criteria.

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 consisting of two sections A and B respectively. Section A will be of 12 marks and have **two** theory questions out of which a student will be required to do any **one**. Section B will be of 48 marks and have **five** numerical/cases out of which a student will be required to do any **four**.

COURSE CONTENTS		**No. of Sessions**
UNIT –I Introduction to Accounting	**1.1.** Accounting Evolution, Significance, **1.2.** Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, **1.3.** Accounting Equation, **1.4.** Concept of Capital and Revenue, **1.5.** Types of Accounts, **1.6.** Rules of Debit and Credit.	**08**
Unit-2 Accounting Cycle	**2.1.** Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. **2.2.** Preparation of Financial Statements: Trading and P & L Account and Balance Sheet - Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.	**12**
Unit-3 Treatment of Depreciation	**3.1.** Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. **3.2.** Methods of Depreciation: SLM and WDV Methods including Numericals.	**05**

Unit- 4 Introduction to Cost Accounting	**4.1.** Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, **4.2.** Preparation of Cost Sheet and Tender including Practical and Numericals.	**10**
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	**5.1.** Meaning of Standard Cost &Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. **5.2.** Types of Budgets. **5.3.** Relationship of Standard Costing and Variance Analysis with Budgetary System including Nemericals.	**09**
Unit-6 Contemporary Issues in Accounting	**7.1.** Concept of Inflation Accounting, **7.2.** Human Resources Accounting.	**1**
	TOTAL SESSIONS	**45**

Learning Resources:

Text Books: Latest Edition of-

R. L. Gupta, and V. K. Gupta, "**Principles of Accountancy",** Sultan Chand & Sons.

S. N. Maheshwari, "**Introduction to Accounting"**, Vikas Publishing House, New Delhi.

S. N. Maheshwari, "**Cost Accounting, Theory and Problems"**, Vikas Publications, New Delhi.

Reference Books: Latest Edition of-

S. P. Iyangar, "**Cost Accounting"**, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, "**Accounting Principles"**, A.I.T.B.S. Pub. and Distributions, New Delhi.

R. P. Rastogi, "**Graded Problems and Solutions in Financial Management"**, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
MBA (Hospital Administration) 2yrs		**Batch:**	
Subject Name	**Business Communication**	**Subject Code**	
Subject Nature	Ability enhancement		

Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.		
Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.		
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).		
Course Contents		
Unit	**Content**	**No. of hours**
1	**Nature of Business Communication**	10
1.1	Need, importance and purposes of communication in organizations	
1.2	Elements and environment of communication	
1.3	Models of communication	
1.4	Forms and networks of organizational communication	
1.5	Types of communication barriers and how to overcome them	
1.6	Listening, types of listening and effective listening	
1.7	Elements of effective communication	
2	**Non-verbal Communication**	7
2.1	Importance of appearance and how to use it as a tool in communication	
2.2	Body language and oculesics	
2.3	Paralanguage	
2.4	Proxemics	
2.5	Chronemics	
2.6	Haptics	
2.7	Using non-verbal tools (oral and written) to communicate effectively	
3	**Presentations, Interviews, Group Discussions and Business Meetings**	10
3.1	Preparation of content for presentation	
3.2	Understanding the audience	
3.3	Importance of rehearsals	
3.4	Using visual aids in presentations	
3.5	Handling questions	
3.6	Writing a resume′	
3.7	Types of interviews	
3.8	Preparation for an interview	
3.9	Do’s and don’ts during an interview	
3.10	Understanding the group in a group discussion	
3.11	Do’s and don’ts in a group discussion	
3.12	Meetings in business and its types	
3.13	Notice and agenda	
3.14	Minutes of a meeting	
3.15	Mannerisms, etiquettes and assertiveness in oral communication	

4	**Business Writing**	8
4.1	Types of business letters	
4.2	Structure and format of letters	
4.3	Memorandums and circulars	
4.4	e-mails	
4.5	Text messaging	
4.6	Report writing	
4.7	Importance of written communication	
4.8	Appropriate tone in business writing	
5	**Negotiation Skills**	4
5.1	Need for negotiation	
5.2	Process of negotiation	
5.3	Barriers to negotiation and how to overcome them	
6	**Issues in Communication**	6
6.1	Handling diversity (gender, culture, ethnicity, etc.)	
6.2	Tolerance and acceptance of diversity	
6.3	Emotional intelligence and its impact on communication	
6.4	Social intelligence and its impact on communication	
6.5	Ethics in communication	

Learning Resources:

Text Books:

M.Raman and P.Singh, **Business Communication**, latest edition, Oxford University Press, India.

Reference Books:

William V. Ruch, **Business Communication**, Maxwell Macmillan, New York.
Lani Arredono, **The McGraw-Hill 36-Hour Course: Business Presentation,** McGraw-Hill, New York.
Bill Scott, **The Skills of Communication**, Jaico, Bombay.
Ronald E. Dulek and John S. Fielden, **Principles of Business Communication**, McMillan, New York.
Dalmer Fisher, **Communication in Organizations**, Jaico Publishing House, India.
M. E. Guffy, **Essentials of Business Communication**, Thomson Publication.
Shirley Taylor, **Communication for Business**, Pearson Education.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HA) **Semester I**			
		Subject Code	

Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Total Credits	03

Subject Nature: CORE

Course Objective:

- To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making.
- To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organization.
- To acquaint an understanding of Indian values and value system in detail and its universal applicability in human behavior.

Learning Outcome:

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

4. Understand nature and purpose of ethics and ethical norms.
5. What exactly business ethics is and how it is different from corporate social responsibility.
6. Learn and apply important theoretical frameworks in business situation and decision making.
7. Learn and understand various concepts of Indian ethos, and how they impact various key business decisions.
8. Understand importance of self-management concept and work place spirituality.

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

		Class Room Contact Sessions
UNIT –I Nature and purpose of Ethics, Ethical Norms.	**1.1**Concept and Nature of ethics **1.2** Role and purpose of ethics **1.3** ethical norms and principle	**04**
Unit-2 Theories of Business Ethics	**2.1** Nature and purpose of Business Ethics 2.2 Different Types of Theories of Business Ethics 2.3 Business Ethics and Corporate social Responsibility 2.4 Nature of Utilitarian view of Business ethics	**05**
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption 3.2 Method and means of checking corruption	**03**

	3.3 Whistle blowing	
Unit- 4 **Indian Ethos**	**4.1** Concept andNature of Indian Ethos 4.2 understanding Indian Culture and Management	**04**
Unit -5 **Sources of Indian Ethos and Management**	5.1Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata 5.3 Arthashastra, Ramcharitmanas, Panchatantra,Hitopdesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran	**08**
Unit-6 **Values for Indian Managers**	6.1 Values v/s Skills, Value System 6.2 Values & Purity ofMind 6.3 Indian Values & Wisdom relevant to modern management	**04**
Unit -7 **Human Behavior**	7.1 Indian thoughts 7.2 Guna Theory, Karma Theory and Sanskar Theory	**05**
Unit-8 **Work Ethics and Models of Motivation and Leadership**	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and KarmaYoga 8.3 Models of motivation and Leadership in Indian thoughts, Examples from scriptures.	**06**
Unit-9 **Indian Heritage and Corporate Social Responsibility**	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	**03**
Unit-10 **Management of the Self and Workplace Spirituality**.	10.1 Management of the Self and Workplace Spirituality.	**03**
	TOTAL CLASSROOM CONTACT SESSIONS	**45**

Learning Resources:

1.A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009

2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning

3 Velasquez, Business Ethics,Concepts& Cases, 6th edition, 2009, PHI

4 Murthy, Business Ethics, 2009, Himalaya Publishing House

5 Al Gini, Case Studies in Business Ethics,6th edition 2009,Pearson Education.

6. Shashtri J.L., Ancient Indian Tradition and Mythology , 1st edi, MotilalBanarsidas, New Delhi

7. F. Max Muller , Sacred Books of East ,MotilalBanarsidas, New Delhi

8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HA) **Semester I**			
Subject Name	**FUNDAMENTALS OF MANAGEMENT**	**Subject Code**	
Subject Nature: CORE			

Course Objective:

- To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases;
- To provide the necessary foundation for all other courses based on management practices across the world

Learning Outcome:

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

9. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
10. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems
11. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.

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(5 to 7 Units)

	Content
UNIT –I Management Concept and Theories	**1.1**Concept and Nature of Management **1.2** Role and responsibility and functions of Manager **1.3** Managerial Skill and organization hierarchy **1.4** Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber's Contribution) **1.5** Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)
Unit-2 Planning	**2.1** Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter's 3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting. .
Unit- 4 Organizing	**4.1** Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling ,

Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making

Learning Resources:

Text Books:

1. Horold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management' New Delhi, Tata McGraw Hill, Latest Edition.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Reference Books:

1. Horold Koontz, Heinz Weihrich, "Management: A Global Perspective" New Delhi Tata mcGraw hill, Latest Edition.
2. Robert Krietner, "Management" Houghton Miffin CO. Latest Edition.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HA)			
Semester I			
Subject Name	**Hospital Administration**	**Subject Code**	
Subject Nature: CORE			

Course Objective:

- To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases in Hospitals;
- To provide the necessary foundation for all other courses based on management practices across the world

Learning Outcome:

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

12. Define Hospital Administration and Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
13. Describe and attain various level of skills in the Hospital Management Processes

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 (5 to 7 Units)

	Content
UNIT –I Management Concept and Theories	**1.1** Hospital administration- Principles Introduction to the hospital field. **1.2** Definitions -- Hospital and Medical Care, types, control. **1.3** Functions-- Medical Care, Prevention, Professional Education and Research. Role of Hospital in Health spectrum. **1.4** Hospital of India-to-day. Classification & Accreditation, Number type ; size, distribution; ownership; utilization; rations; trends ; problems **1.5** Trends of Hospital Administration Abroad. Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator **1.6** Organization of Hospital. The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication. **1.7** Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator Problems of hospital administration and their expected solutions
Unit-2 Planning	**2.1** Management of different Clinical , Para clinical , and Support service departments in Hospitals 2.2 Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals 2.3 Administration of a teaching hospital. 2.4 Administration of a corporate hospital. 2.5 Administration of a voluntary & charitable hospital
Unit-3 Strategies, Policies and Planning	3.1 Nosocomial Infection 3.2 Management of Medical Records Department (manual & computerized) 3.3 Management of Hospital Information System (Manual, Online & Offline) 3.4 Management of Biomedical Waste in Hospitals (Law & the Reality)
Unit- 4 Organizing	**4.1** Hospital utilization and its evaluation 4.2 Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit

	4.3 Quality Management in Hospitals-Certification & Accreditation 4.4 TQM in Hospitals
Unit -5 Controlling	5.1 Public Relations in Hospitals 5.2 Role of Administration in Medical & Paramedical Education and Research 5.3 Recent trends in hospital administration. 5.4 Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance. 5.5 Patient Education through I.T.
Unit-6 Decision Making	6.1 Hospital hazards 6.2 Disaster Management Programs and Disaster Preparedness 6.3 Telemedicine 6.4 Medical Tourism 6.5 Health Insurance and TPA

Learning Resources:
Text Books:

M.B.A. (HA) 2 Years - 2017-19

Semester I

Subject Name	**ORGANISATIONAL BEHAVIOUR**	**Subject Code**	
		Total Credits	**03**

Subject Nature: Core

Course Objective:

This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance. After completing this course, students should be able to:

1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories.
2. Understand group behavior in organizations, including group and team development leadership, conflict management
3. Understand the organizational system, including organizational culture, change and stress management.

Learning Outcome:

1. Students will find keys to understand people
2. Students can find the basis of individual and group behavior
3. Students will develop various soft skills

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 consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of case(s).

Course Contents		Hours
UNIT –I Introduction	**1.1** Definition, concept, need and importance of OB **1.2** Nature and scope of OB **1.3** OB models **1.4** Case(s) on OB concepts to be discussed in class	**04**
Unit-2 The Individual Behaviour	**2.1 Personality:** Determinants and attributes **2.2 Perception:** Factors influencing perception, process, Attribution theory **2.3 Learning**: Concept, Theories of learning **2.4 Attitude:** Concept and types, cognitive dissonance theory **2.5 case(s)** on individual behavior to be discussed in class	**08**
Unit-3 Motivation	**3.1 concept** **3.2 Early theories:** Maslow's Hierarchy of Needs, Gregor's theory X and Y, Two factor theory of Herzberg **3.3 Contemporary theory of motivation:** Vrooms Expectancy Reinforcement theory **3.4** One case on Motivation to be discussed in class	**05**
Unit- 4 Group Behaviour	**4.1** Defining and classifying group **4.2** Group development, properties, structure, process **4.3** Group Dynamics: Group think, Group shift **4.4** Teams: Types, creating effective teams **4.5** One case on Group behavior to be discussed in class	**07**
Unit -5 Leadership	**5.1** Nature and significance of leadership **5.2** Trait theories **5.3** Behavioral theories: Ohio studies, Michigan studies managerial grid **5.4** Contingency theories: Fiedler model, SLT theory, LMX theory Path goal theory **5.5** One case on leadership to be discussed in class	**08**
Unit-6 Conflict	**6.1** Meaning of conflict, types, transition in conflict thoughts **6.2** Conflict Process **6.3** Conflict management Techniques **6.4** One case on conflict management to be discussed in class	**05**
Unit-7 Dynamics of OB	**7.1** Organizational Change: forces of change, resistance to change Lewin's change management model **7.2** Work stress: Understanding stress, Potential sources consequences and coping strategies	**08**

	7.3 Organizational culture: creating and sustaining culture **7.4** One case on change and stress management to be discussed in class	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	**45**

Learning Resources:

Text Reading : Latest Edition

1. Stephen P. Robbins, "**Organizational Behaviour: Concepts, Controversies, and Applications",** New Delhi, Prentice Hall
2. Fred Luthans, **"Organizational Behaviour"**, New York, McGraw Hill.
3. Bill Scott, **"The Skills of Communications"**, Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis, "**Organizational Behaviour: Human Behaviour at Work"** New Delhi, Tata McGraw Hill.

Reference Books:

1. Change Management – Murthy, C. S. V.
2. How to study an Organization – Prof. Giuseppe Bonaz.

INSTITUTE 2of 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 challenges 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) MS5GSemester 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,	**08**

	2.5 Selecting the market segments, developing a positioning strategy.	
Unit-3 **Product & Pricing Decision**	3.1 Objectives, 3.2 Product classification, 3.3 Product-Mix, Product life cycle strategies 3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting. 3.6 Factors affecting price 3.7 pricing methods and strategies.	**09**
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;

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			
Objective: 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, obstretics & 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**

Recommended Text :

Text Books on Hospital Planning and Management by :

Mc Caullay, Kunders, Tabish, Shaktikant Gupta ,BM Sakharker

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:

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**, E**OL, 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:** **1. Taha H.A** **2. Wagner . M** **3. Hira D.S & Gupta P.K.** **4. Sharma S.D.** • **Vohra N.D , Quantitative techniques in Management, latest edition**	

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Hospital Administration) MS5GSemester 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 precautions in writing research reports. Epilogue: Limitations of RM, Philosophical issues in Research, Ethics and Research.	**8**
	TOTAL CLASSROOM CONTACT SESSIONS	**45**

Text Readings:

- William G. Zikmund, "Business Research Methods", Orland o: 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 Metho
- ds 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			
Objective: 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		**4**

	Hospitals-Certification & Accreditation TQM in Hospitals Management of Medical Records Department (manual & computerized)Management of Hospital Information System (Manual, Online & Offline)	
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, PNDT, 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, Sonepat (Haryana)**

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

MBA [Hospital Administration] SEMESTER- III

BATCH [2017 -19]

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges 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			
M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM Batch 2017-19			
Semester III			
Subject Name	**MARKETING OF HOSPITAL SERVICES**	**Subject Code**	MH-311 2 y
		Total Credits	**03**

Subject Nature: CORE

Course Objective:

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

Learning Outcome:

By the end of the unit, a candidate will be able to:

- Critically analyze, evaluate and use own reasoning when dealing with complex issues
- Synthesize the forces affecting the environment and their impact and implications on marketing in the health care sector
- Systematically assess factors affecting marketing decisions

ExaminationScheme:

Thefacultymemberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwowillbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
Unit - 1 Introduction to Marketing of Hospital Services:	1.1 Introduction to Marketing of Hospital Services: Concept of Services; Characteristics of Hospital Services, 1.2 Challenges in Hospital Services Marketing.	
Unit-2 Consumer Behaviour	2.1 Understanding buying behaviour for hospital services; 2.2 selection criteria; 2.3 Decision Making for Hospital services.	
Unit-3 Services Marketing Mix	3.1 Introduction to the Hospital Services Marketing Mix	
Unit- 4 Hospital Services	4.1 Structure of Hospital Services; 4.2 Service Product Model; 4.3 Designing new hospital services.	
Unit – 5 Pricing	5.1 Role of price in communicating hospital service value and quality;	

	5.2 Factors involved in pricing hospital services; 5.3 Service pricing methods and strategies.	
Unit – 6 Distribution	6.1 Marketing channels for hospital services; 6.2 Distribution strategies for hospital services; 6.3 Challenges in distribution of hospital services; 6.4 Role of Internet in distribution of hospital services.	
Unit – 7 Promotion	7.1 Integrated marketing communications for hospital services; 7.2 Creating hospital service promises; 7.3 Using marketing communications tools for hospital service promotion	
Unit – 8 People	8.1 The key role of employees in a hospital service business; 8.2 Concept of Service encounter – Moment of Truth; 8.3 Managing hospital service employees.	
Unit – 9 Physical Evidence	9.1 Physical evidence: Hospital Service Environment; 9.2 Nature of physical evidence; 9.3 Importance of physical evidence in hospital services; 9.4 Managing Hospital Service Clues.	
Unit – 10 Process	10.1 Hospital Service as a process; 10.2 Different process aspects and managerial challenges; 10.3 Strategies for managing hospital service process – Blue Printing; 10.4 Co-creation: Customers as 'co-producers' 10.5 Self Service Technologies, Managing hospital experience.	
Unit – 11 Hospital Service Strategies	11.1 –Service Triangle; External Marketing; Internal Marketing; Interactive Marketing	
Unit – 12 Hospital Service Quality	12.1 Concept and Importance of quality in Hospital Services; 12.2 Customers evaluation criteria for service performance; 12.3 Service Quality Models - Parsuraman-Zeithamal-Berry (PZB) Gaps Model - SERVQUAL, and Gronroos model; 12.4 Managing Service quality.	

Unit – 13 Strategic Issues in Hospital Service Marketing	13.1 Patient Complaints, Satisfaction, Loyalty; 13.2 Relationship Management.	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	**45**

Learning Resources:

Text Reading:

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

M.B.A. (Hospital administration) Batch 2017-19

Semester II

Subject Name	**Legislation For Health And Hospitals**	**Subject Code**	MH-303 2y
		Total Credits	**03**

Subject Nature: GENERIC

Course Objective:

The aim of the course is to enable students to have a better understanding of Legislation for health and hospitalstheir implementation in organization with special reference to health care units and hospitals.

Learning Outcome:

At the end of the course students should be able to understand :

1. The nature and scope of Legislation for health and hospitals
2. The rationale of Legislation for health and hospitals in organizations
3. Managing employee relations at work

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 # Course Contents		**Class Room Contact Sessions**
Unit-1	1.1 Introduction : laws applicable to hospital, functioning of hospital and medicolegal responsibility their cases and management 1.2 Provision of commissioning of hospital: registration of company act 2013 incorporation of hospital as company, Indian medical council act 1956.	**08**
Unit-2	2.1 General laws: general law of contract; essentials of contract; types of contracts. 2.2 IT act 2000: e-governance, digital signature certificate, major cyber offenses and penalties.	**08**
Unit-3	3.1 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 333 ,Indian Evidence act section 126 3.2Consumer Protection Act – Definition – Consumer Protection Council – Consumer Disputes Redressed Agencies, Other Salient features – Application of Consumer Protection Act in Hospital ,Recent judgment of Supreme Court – Implication for Health Professionals	**07**
Unit-4	Laws Related to Medical Procedures: 4.1 Medical Termination of Pregnancy Act 1971(MTP Act), 4.2 Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), 4.3 Transplantation of Human Organ act 1994.	**06**
Unit-5	Laws related to drugs and Pharmacy: 5.1 Narcotic Drugs and Psychotropic Substances Act and Rules, 5.2 Drugs and Cosmetics Act, 1940, (Blood bank regulations under Drugs and cosmetic rules), 5.3 Pharmacy Act 1948	**06**

Unit-6	Other law: 6.1Environment protection Act 1986, 6.2 Water (prevention and control of pollution) Act 1974 , 6.3 The epidemic disease Act 1897	**05**
	TOTAL CLASSROOM CONTACT SESSIONS	**40**

Text Reading: Latest Editions

1.C K Parikh, Forensic Medicine and Toxicology

2. P.N. Mallick, Industrial Laws (Latest Edition)

2.N.D. Kapoor, Industrial Law, S. Chand & Co., Delhi

3.Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi)

For Reference

1. B.K. Chakravorti, Labour of India, Vol. I & II, International Law book centre, Calcutta, 1974.

2. Labour Law for Factory Executives.

3. Sinha and Sinha-- Industrial Relations and Labour Legislation, oxford, India Book House.

4. Bulchandani K.R. --Industrial Law.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Hospital Administration) 2 Years Sem III

Subject Name	HEALTH ADMINISTRATION	**Subject Code**	MH-304 2y

Objective: The objective of the course is to enable students to have a good understanding of Health 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.

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

Define And Explain ***Health Policy And Administration*** Its Pivotal Role. A **Clear Understanding And Exposure To The Concept Of *Health Policy And Administration* particularly in Indian Scene**

Course Contents	**Class Room**

		Contact Sessions
Unit –I	**Basic concepts:** Meaning & Concept of Health, Disease , Care and Administration Various levels of prevention/care & cure, levels of management Health administration in India; Organization of health services at Centre, State & District level General introduction to organization of health care delivery system in India.	
Unit-2	Various committees for recommendations on health care; National Health Programs in details Reasons for increasing Need and demand for medical care and Need/Demand assessment Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care.	
Unit-3	Urban medical care system in metropolitan cities.// Rural medical care including the role of State, NGO's, Private medical practitioners and community at large	
Unit- 4	Organization and administration of better medical care	
Unit -5	National Health Policy and National Population Policy (Latest reviews)	
Unit-6	Healthcare resource planning and allocation	
Unit –7	Success / Failure Analysis for various Health Plans, Programs, Schemes etc. and Research for their Causes.	
Unit-8	Alternative systems of health care:-General introduction and their role in overall healthcare system, Yoga Therapy & its Global relevance. Rehabilitation WHO and other International Health Agencies. Immunization, International recommendations for immigrant's vaccination	
	TOTAL CLASSROOM CONTACT SESSIONS	**40**

Suggested text :

K Park Park's Text Book of Preventive and Social Medicine.

B.K. Mahajan Text Book of Preventive and Social Medicine.

WHO Publications on International Vaccination.

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Financial Administration) Semester III			
Subject Name	**PROJECT MANAGEMENT**	**Subject Code**	**MH-302 2y**
Subject Nature: Core			

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasises the need for a systemic approach. The individual skills include:

- project risk analysis, project success/ failure analysis;
- project scheduling, able to use financial model, cost-benefit analysis in project management;
- Report writing, presentation and team working.

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

	CONTENT	CLASS ROOM SESSIONS
Unit 1: Introduction	1.1 Meaning, Need And Significance and its types; 1.2 Project Life Cycle and its phases; 1.3 Generation and Screening of Project Ideas.	05
Unit 2: Project Selection	2.1 Market and Demand Analysis, (Including Demand Forecasting);	06

& Analysis	2.2 Location Analysis; 2.3 Technical Analysis; 2.4 Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing) 2.5 Cost and Benefit Analysis; 2.5 Social Cost Benefit Analysis.	
Unit 3: Financial Feasibility And Project Appraisal	3.1: Financial Feasibility Study or Financial Analysis; 3.2 Time Value of Money; 3.3 Cost of Capital; 3.4 Projected Cash Flows; 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria; 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.	10
Unit 4: Project Financing	4.1 Preparing Project Report, Financial Projections, Estimating Costs. 4.2 Project Financing, Project Appraisal by Financial Institutions.	05
Unit 5: Project Management And Control	5.1 Project Organizations; 5.2 Planning and Control of Project 5.3 Human Aspects of Project Management; 5.4 Project Control Tools (Gantt Charts, Line Off Balance).	06
Unit 6: Network Techniques for Project Management	6.1 Basic Concepts of Networks; 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models); 6.3 Network Cost Systems; 6.4 Activity Crashing.	07
Unit 7: Project Review	7.1 Need for Reviews; 7.2 Initial Review, Performance Evaluation; 7.3 Abandonment Analysis; 7.4 Evaluating the Capital Budgeting Systems. 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Prasanna Chandra**. "Project Planning, Analysis, Selection, Implementation and Review**", New Delhi, Tata McGraw Hill Publications, Latest Edition.

2. P. Gopalkrishnan and E. Rama Moorthy**, "Text Book of Project Management".** New Delhi, McGraw Hill Publications, Latest Edition.

Reference Books:

1. Harold Kerzner**, "Project Management:** A Systems Approach to Planning, Schedulingand Controlling", New Delhi, CBS Publications, Latest Edition.

2. Rajive Anand, **"Project Profiles with Model Franchise Agency and Joint Venture Agreement",** New Delhi, Bharat Publications, Latest Edition.

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INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM

Batch 2017-19

Semester III

Subject Name	**OPERATION MANAGEMENT IN HEALTHCARE**	**Subject Code**	MH 301 2y
		Total Credits	**03**
Subject Nature: CORE			

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

Learning Outcome:
On successful completion of this course, students will be able to:

- Explain the role of operations and its relationship with the other functional areas of a healthcare organization;
- Analyze operation processes from a variety of perspectives such as productivity, workflow, and quality

ExaminationScheme:
Thefacultymemberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwowillbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
Unit - 1	1.1 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.	
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design, 2.2 Process and Technology Selection, 2.3 Location of Manufacturing / Service Facility, center of gravity and median models, Dimensional analysis, Brown and Gibson Model.	
Unit-3 Layout of Manufacturing/ service facility	3.1 Product layout, process layout, fixed position and group layout, layout design: 3.2 Relationship based and Load-Distance cost matrix, materials handling concepts.	
Unit- 4 Resources Requirement Planning	4.1 Capacity Planning, 4.2 Machines and Labour Planning (Computations of Number of Machines and Number of Workers) and Learning Curve Application	
Unit – 5 Production Planning and Control	5.1 Aggregate Production Planning - Chase strategy (vary the work force), level production (inventory cost and stock out cost), Mixed strategy (transportation model), 5.2 Materials Requirement Planning,	

Unit – 6	6.1 Operations Scheduling and Production Activity Control for Mass Manufacturing. 6.2 (Assembly line balancing using priority rules – rank positional weight, longest activity duration and largest number of successors), 6.3 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)	
Unit – 7 **Quality Control**	7.1 Quality Control Function, Acceptance sampling (single sampling, double sampling and multiple sampling), 7.2 Statistical Process Control, 7.3 Operating Characteristics Curve and its Applications (for attributes and variables), 7.4 Application of Control Charts (Cchart, P-chart, X and R charts), 7.5 Quality Circles, Quality Improvements, Introduction to Six Sigma Quality concept and its role in quality Management, preventive & breakdown maintenance.	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	**45**

Learning Resources:

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. Josheph 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

M.B.A. (MARKETING MANAGEMENT)

Batch 2017-19

Semester III

Subject Name	**INTEGRATED MARKETING COMMUNICATIONS**	**Subject Code**	MH-312 2y
		Total Credits	**03**

Subject Nature: CORE

Course Objective:

The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.

Learning Outcome:
At the end of the course student will be able to:

- Analyze and respond appropriately to key issues in marketing communications within a given context;
- Determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns.

ExaminationScheme:
Thefacultymemberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwowillbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Foundations of IMC	1.1 Promotion Mix, 1.2 Shift from marketing communications to IMC 1.3 An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process.	**6**
Unit-2 IMC Partners	2.1 Participant in IMC, 2.2 Role of advertising agencies, Media partners and other marketing communications agencies.	3
Unit-3 IMC Campaign Planning	3.1 Marketing Communication Models, 3.2 IMC planning process, Key issues, Strategies	**4**
Unit- 4 Advertising Strategy	4.1 Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach, 4.2 Budgeting, Creative strategy, Media strategy, Media planning and media scheduling, 4.3 Copy design and development, Advertising appeals, Message format, Copy writing, Script and story board	6
Unit -5 Sales Promotion Strategy	5.1 Role of Sales promotion, 5.2 Trade promotion and consumer promotion, 5.3 Sales promotion and other IMC tools.	6
Unit -6 Public Relations and Corporate Communications	6.1 The PR process, Public and PR tools, 6.2 Corporate communications	5

Unit -7 Direct and Interactive Marketing	7.1 Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.	3
Unit -8 Personal Selling	8.1 The role of personal selling in IMC, 8.2 Personal Selling process	5
Unit – 9 Experiential Marketing	9.1 Events, Sponsorship, and Designing environment.	3
Unit – 10 Measuring IMC Effectiveness	10.1 Pre and post launch effectiveness, 10.2 Quantitative and qualitative techniques.	4
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	**45**

Learning Resources:

Text Reading: Latest Edition

2. Belch, G.E., Belch, M.A., and Purani, Keyoor, **Advertising and Promotion- An Integrated Marketing Communications Perspective**, Tata McGraw Hill, New Delhi.

2. David A. Aaker, Rajeev Batra and John G. Meyer. **"Advertising Management"**, New Delhi. PHI

3. Clow, K.E. andBaack, D., **Integrated Advertising, Promotion, and Marketing Communications**, Pearson, New Delhi.

4. Shah, K. and D'Souza, A., **Advertising and Promotion – An IMC Perspective**, Tata McGraw Hill, New Delhi.

5. J. Thomsas Russel and W. Ronald Lane. **"Klepnner's Advertising Procedure"**, New Delhi, PHI.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM

Batch 2017-19

Semester III

Subject Name	**QUALITY ACCREDITATION IN HEALTHCARE ORGANIZATION**	**Subject Code**	MH 307 2y
		Total Credits	**03**

Subject Nature: CORE

Course Objective:
The objectives of the course are 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:
Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations, and medical staff services

ExaminationScheme:
Thefacultymemberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwowillbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.

# Course Contents		**Class Room Contact Sessions**
Unit- 1	1.1 Basic Concept, 1.2 Definition, 1.3 Terminology of Quality Management. 1.4 Quality Policy and Objectives.	**5**
Unit-2	2.1Organisation for Quality, 2.2 Quality Circles. 2.3 Economics of Quality. 2.4 Quality Assurance, 2.5 Zero Defect Concepts.	**6**
Unit- 3	3.1 Quality Specifications. 3.2 Statistical Aids in Limits 3.3 Tolerances.	8
Unit – 4	4.1Inspection. 4.2 Manufacturing Planning for Quality.	3
Unit – 5	5.1Sampling Plans for Attributes and 5.2Variables and Various Control Charts	2
Unit – 6	6.1Total Quality Control	4

Unit – 7	7.1 ISO (International Organization for Standardization) – QMS – ISO 9001:2000, 7.2 JCI HOSPITALS	4
Unit – 8	8.1Standards for Healthcare & Hospitals, 8.2 NABH (National Accreditation Board of Hospitals.)	8
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	**45**

Learning Resources:

Text Reading:

1. Dale H Bester field-Total Quality Management,3e-(Indian reprint)Pearson
2. PoornimaCharanthimath-Toatal Quality Management-(Indian Original)Pearson
3. D.D. Sharma, Text book of Quality Management.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HOSPITAL ADMINISTRATION) INTEGRATED

Batch 2017-19

Semester III

Subject Name	**BUSINESS PROCESS REENGINEERING**	**Subject Code**	MH-310 2y
		Total Credits	**03**

Subject Nature: CORE

Course 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.

Learning Outcome:

On successful completion of this course students will be able to understand the concept of BPR and the main challenges in implementing a BPR Strategy.

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 case/practical problems.

Course Contents		Class Room Contact Sessions
Unit - 1	1.3 .Business Process reengineering Philosophy, Possibilities and Pitfalls, process Reengineering framework Opportunity Assessment	**10**
Unit-2	2.1 Planning the Business Process Reengineering healthcare Project	10
Unit-3	3.1 The Business process Reengineering Team , Business Process Analysis, Process Design, Risk and Impact Assessment, Planning and Implementing the Transition	**13**
Unit- 4	4.1 Tracking and Measuring Process performance in healthcare, Advanced tools and Techniques	12
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	**45**

Learning Resources:

Text Reading:

1. Busineess 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.

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.

SEMESTER IV

ORGANISATION DEVELOPMENT

CourseObjectives

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 Developmen t", 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. SectionB 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.

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 Prabakaran, **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, Schwepker 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.

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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, flowmetery, Uro endoscopic procedures, Lithotrypsy,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 anks,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 TPAGlobalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe