DR. A.P.J. ABDUL KALAM UNIVERSITY, INDORE
M.B.A. (Hospital Administration)
Semester: III
Discipline: Management

Third Semester Curriculum

CORE

MBA 301 C – Strategic Material & supply chain Management
MBA 302 C – Project Management
MBA 303 C – Management of Quality
MBA 304 C – Public Health Administration

Students are required to choose Select Any Two Groups Out of Group A, Group B and Group C. Both electives will have same weightage.

SPECIALISATION

A. Marketing Management

MBA 305M - Consumer Behaviour
MBA 306M - Marketing of Hospital Services

***B. Operations* Management**

MBA 305O - Logistics and Supply Chain Management
MBA 306O - Operations Management in Healthcare

C. Human Resource Management

MBA 305H - Human Resource Development & Audit
MBA 306H - Industrial Relations and Labour Law

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Semester: III
Discipline: Management

Title of Paper & Code: MBA 301C Strategic Materials & Supply Chain Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course Content

1. Importance of materials management, Codification, Simplification, Value analysis, Value engineering, Vendor analysis.
2. Concepts and importance of a Supply Chain (SC). Evolution of Supply Chain Management (SCM),Key issues of Supply Chain Management, Competitive andSC strategies, Achieving strategic fit,
3. Dynamics of supply chain: Supply Chain Interventions, Push-based, Pull-basedand Push-Pull based supply chain. Network design and Operations in the Supply Chain,
4. Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect,its Causes and remedial measures.
5. Managing inventory in SC environment: Basic and Advanced inventory models.Multi-echelon inventory models.
6. Transportation in SC environment: Design options for a transportation network,
7. Strategic Outsourcing and Strategic Alliances, Third party and fourth partylogistics,
8. Retailer- Supplier partnerships (RSP), Supplier evaluation and selection. Use ofbest practices.
9. Information Technology (IT) in Supply Chain Management, SC performancemodel: SCOR model

Text Books

1. Gopalakrishnan Purchasing and Materials Management, 1e TMH 2008
2. Upendra Kachru Exploring the Supply Chain,Excel Books,2009
3. Agrawal Supply Chain Management: Text and Cases,2010, MacmillanPublishers
4. Janat Shah Supply Chain Management,2009, Pearson Education,2010
5. Badi N.V. Supply Chain Management.2010,Vrinda Publications
6. Reference Books
7. Simchi Levi Designing and Managing the Supply Chain, 3e TMH 2009
8. Raghuram Logistic and Supply chain Management ,2006 MacmillanPublishers
9. Shapiro, Modelling the Supply Chain,2007 2 ed. New Delhi: Cengage Learning
10. Webster Principles & Tools for Supply Chain Management.2008, McGraw Hill.
11. Sunil Chopra Supply Chain Management: Strategy, Planning and Operation, 4/e,
12. Pearson,2010

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Title of Paper & Code: MBA 302C Project Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Introduction to project and projects. Characteristics and types of projects.Gaining importance, project life cycle and its phases.
2. Project selection, non-quantitative and scoring models, technical analysisand technology selection, market potential analysis and techniques of long term forecasting.
3. Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner'sperspective. Project Appraisal.
4. Financial feasibility with risk. Types of risk, techniques of risk evaluationand its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.
5. Network analysis, construction of networks, CPM, various types of floatsand their application, PERT and its applications.
6. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling. Introduction to project software and applications of MSProject
7. Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach,shadow pricing.
8. Project monitoring, Earned Value Analysis, abandonment analysis, PMIS,Project Termination and Audit. Reasons for failure.

Text Books

1. Gido Effective project management 3rd 2008 Cengage Learning
2. Gray & Larson,Project Management:The Managerial Process,3eTMH 2010
3. Pinto,Project Management: Achieving Competitive Advantage, Pearson,2010
4. Sunil Abrol, Cases in Project Management,2010,Excel Books,,
5. Maylor-Project Management, 3/e, Pearson,2010

Reference Books

1. McManus-Information Systems Project Management, Pearson2010
2. Kloppenborg,Contemporary project management 1st 2008 Cengage Learning
3. Gopalakrishnan – Textbook of Project Management,2005 – MacmillanPublishers
4. Joy ,Total Project Management,2005 , Macmillan Publishers

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Semester: III
Discipline: Management

Title of Paper & Code: MBA 303C Management of Quality

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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

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.

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Semester: III
Discipline: Management

Title of Paper & Code: MBA 304 C Public Health Administrations

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. 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.
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.
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
4. Organization and administration of better medical care
5. National Health Policy and National Population Policy (Latest reviews)
6. Healthcare resource planning and allocation
7. Success / Failure Analysis for various Health Plans, Programs, Schemes etc. and Research for their Causes.
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

Text Books

1. K Park Park's Text Book of Preventive and Social Medicine.
2. B.K. Mahajan Text Book of Preventive and Social Medicine.
3. WHO Publications on International Vaccination.

DR. A.P.J. ABDUL KALAM UNIVERSITY, INDORE
M.B.A. (Hospital Administration)
Semester: III
Discipline: Management

Title of Paper & Code: MBA 305 M Consumer Behaviour

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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 4.1 Pre-purchase process: Information processing, Types of information on and sources, external and internal search, marketing strategies
   Purchase Processes: Consumer choice making process, Evaluative criteria, and Decision rules.
   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 Books

1. Text Books: 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.

DR. A.P.J. ABDUL KALAM UNIVERSITY, INDORE
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Semester: III
Discipline: Management

Title of Paper & Code: MBA 306 M Marketing of Hospital Services

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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.
2. Consumer Behaviour
   2.1 Understanding buying behaviour for hospital services;
   2.2 selection criteria;
   2.3 Decision Making for Hospital services.
3. Services Marketing Mix
   3.1 Introduction to the Hospital Services Marketing Mix
4. Hospital Services
   4.1 Structure of Hospital Services;
   4.2 Service Product Model;
   4.3 Designing new hospital services.
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.
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.
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
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.
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.

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

11. Hospital Service Strategies

11.1 –Service Triangle; External Marketing; Internal Marketing; Interactive Marketing

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.

13. Strategic Issues in Hospital Service Marketing

13.1 Patient Complaints, Satisfaction, Loyalty;

13.2 Relationship Management.

Text Books

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.

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Semester: III
Discipline: Management

Title of Paper & Code: MBA 305 O Logistics and Supply Chain Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. 1.1 Introduction to logistics and its interface with production and marketing:
   1.2 Measures of logistics, significance, objectives, scope of marketing logistics.
   1.3 International logistics management, logistics system analysis and design.
2. 2.1 Supply chain management: logistics and supply chain management, need, objectives, principles, elements, activity of supply chain management. Supply chain management decision.
   2.2 Domestic & global supply chain management.
   2.3 Inventory management decisions: material levels, bin cards, physical verification, stock valuation.
3. 3.1 Classification and codification of materials, systems of codification,
   3.2 Advantage and disadvantage of codification, classification of material
   3.3 Stores and stores management: objectives of stores function, factors affecting successful store-keeping, stores layout
4. 4.1 Warehousing and distributing centers their location; operations, types, functions, nature and importance of warehousing.
   4.2 Transportation system; modes & feature, activity of transportation. Transportation and international marketing logistic decisions.
5. 5.1 Facilities and services: elements and measurement of customer services, value-added services.
   5.2 Dispatch and routing decisions and models: packaging and materials handling, containerization, handling of waste materials, classification of materials handling equipment.
   5.3 Ambulance Services:Ambulance Services, their requirement planning, number, type, size, routes, availability, equipments etc.Ambulance Room planning & designing, Specialized Ambulances for Critically Sick, their requirements, basic norms, and maintenance etc.

Text Books

1. Ballau, Renald H. “Business Logistics Management”. Englewood Cliffs, New York: Prentice Hall Inc, 1992.
2. Beal K. “A management Guide to Logistics Engineering”. U.S.A. Institute of Production Engineering, 1990
3. Benjamin S. B. “Logistics Engineering and Management” Englewood Cliffs, New York: Prentice Hall Inc., 1996.
4. Bowersox, D.J. and Closs, D.J. “Logistics Management: A System Integration of Physical Distribution”, New York: Macmillan, 1986.
5. Christopher, M. “Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services” London: Pitsman, 1992.
6. James C.J. and wood, Donald F. “Contemporary Logistics”, New York: Macmillan. 1990.
7. Shapiro, R. “Logistics Strategy: Cases and Concepts” St. Paul. West, 1995.
8. Kunder’s Textbook of Hospital Planning and Management
9. Factories act (for ambulance room)
10. B.S. Sahy: “Supply Chain Management”, New Delhi: Sheeler, 1994.

DR. A.P.J. ABDUL KALAM UNIVERSITY, INDORE
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Semester: III
Discipline: Management

Title of Paper & Code: MBA 306 O Operations Management in Healthcare

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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

Text Books

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.

DR. A.P.J. ABDUL KALAM UNIVERSITY, INDORE
M.B.A. (Hospital Administration)
Semester: III
Discipline: Management

Title of Paper & Code: MBA 305 H Human Resource Development & Audit

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.
2. HRD Function: HRD department structure, functions, and staffing
3. HRD Professionals: Roles and Competencies,
4. Developing HR Strategies:HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems
5. Career Management and Development. Mentoring at Workplace. Work-Life Integration, Performance Management System
6. HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems lor International managers.
7. Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)
8. HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

Text Books

1. Kandula,**Strategic Human Resource Development**,2010 PHI Learning
2. French, Bell - **Organizational Development and Transformation** , 6e TMH2008
3. R Krishnaveni, **Human Resource Development** Excel Books,2010

DR. A.P.J. ABDUL KALAM UNIVERSITY, INDORE
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Semester: III
Discipline: Management

Title of Paper & Code: MBA 306 H Industrial Relations and Labour Law

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Industrial Relations: Concept & Scope;
2. Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
3. Globalisation and the emerging socio-economic scenario and Their impact on lndustrial Relations. I.R and the State: Role of state.
4. Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation. Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.
5. Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.
6. Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.
7. Disciplinary procedures and Grievance Management machineries Industrial Disputes Act. Negotiation and Conflicti vs Settlements. Productivity Bargainingand Gain Sharing.
8. Employee Empowerment, worker participation in Management and Their impacton Quality of Work Life and Industrial Relations.

Text Books

1. Sen –**Industrial Relation in India** 2/e,2009 Macmillan Publishers Sinha-**Industrial Relations, Trade Unions, and Labour Legislation**, Pearson
2. B D Singh, **Industrial Relations and Labour Laws**, Excel Books,2010 Monappa, Arun - **Industrial Relations,** 1e TMH 2007
3. Taxmann's, **Labour Laws**, 2010, Taxmann'

Reference Books

1. Dundon, T & Dorek. R , **Employment Relations in Non-Union Firms.** New YorkRoutledge
2. Joseph. J. **Indlustrial Relations Towards a Theory of NegotiatorConnectedness** New Delhi: Response Books
3. Kaufman, B. (Ed.). **The Global Evolution ot Industrial Relations: Events andthe llRA.** Geneva: International Labour Office.
4. Kelly. E. J, **Industrial Relations: Critical Perspectives on Businessand management, vols 1-5**. London: Routlodgo
5. Venkata Ratnam. C. S. ***Industrial Relations.*** New Delhi: Oxford UniversityPress.