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

Fourth Semester Curriculum

CORE

MBA 401C – Legislation & Ethics for Hospitals
MBA 402C – Strategic Management in Healthcare
MBA 406C – MRP (Major Research Project)
MBA 407C – Comprehensive Viva-Voce

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 405M - Service and Retail Marketing
MBA 406M - Customer Relationship Management

***B. Operations* Management**

MBA 405O - Quality Accreditation of Healthcare Organisation
MBA 406O – Contemporary Issues in Healthcare

C. Human Resource Management

MBA 405H - Compensation Management
MBA 406H – Organizational Developments

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

Title of Paper & Code: MBA 401C Legislation & Ethics for Hospitals

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:

1.1 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.

2. General laws:

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.

3. Laws Governing Medico-legal aspects

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

3.2 Consumer 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

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.

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

6. Other law:

6.1 Environment protection Act 1986,

6.2 Water (prevention and control of pollution) Act 1974 ,

6.3 The epidemic disease Act 1897

Text Books

1. C K Parikh, Forensic Medicine and Toxicology
2. P.N. Mallick, Industrial Laws (Latest Edition)
3. N.D. Kapoor, Industrial Law, S. Chand & Co., Delhi
4. 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.

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

Title of Paper & Code: MBA 402C Strategic 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. Nature of Strategic Planning/Management
1.1 Dynamic environment in health care/ strategic mgmt in health care industry/ strategic planning and strategy/Thinking map of strategic planning process in healthcare organizations/Situational analysis
1.2 Benefits of strategic planning and mgmt./hierarchy of strategies

2. Understanding and Analyzing The External Env.
2.1 External nature of Strategic Mgmt, goals and, limitations of environmental analysis, Components of General and Healthcare environment/Process of ext.environmental analysis

3. Service Area Competitor Analysis
3.1 Purpose of competitor's analysis
3.2 Service Area competitor analysis

4. Internal Environmental Analysis/Competitive Advantage
4.1 value chain in healthcare, components of value chain,
4.2 Strategic thinking map and steps

5. Directional Strategies
5.1 mission, vision, values and strategic goals

6. Developing Strategic Alternatives
6.1 Decision logic and strategic thinking map for strategy formulation

7. Evaluation of Alternatives And Strategic Choice
7.1 TOWS matrix, PLC analysis,BCG Portfolio analysis, SPACE MATRIX

8. Strategy Implementation
8.1 Implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies.
8.2 Implementing Strategy Through Unit Action Plans.

Text Books

1. AzharKazmi, " Strategic Management", MacGraw Hill Pub, 2001

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

Title of Paper & Code: MBA 403M Service and Retail Marketing

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 5questions.

Course content:

1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
2. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
3. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.
4. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
5. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Retail Marketing: Retailing and Marketing, Consumer Behaviour and Retail Operations. Strategic marketing planning for Retailing.
6. Retail Marketing Mix: Retail Product: Merchandising, Store Design, Layout ,Pricing: Pricing objective, Policies and Strategies. Distribution: Location, Logistics, SCM, Channels. Communication & Promotion; Developing Promotion Mix for Retailing. Managing Retail Brand.
7. Retail Service Quality: Quality audit. Managing People Retail : HRM, CRM, IT in Retailing &Future trends

Text Books

1. Zeithmal, Bitner,Service Marketing (SIE),4e Tata Mcgraw Hill Hoffman, Marketing of Service 1st 2008 Cengage Learning Cullen,Retailing:Environment &operation ,1st2008 Cengage Learning
2. A Sivakumar Retail Marketing Excel Books
3. C Bhattachrya Ravi Shanker, Services Marketing,Excel Books

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

Title of Paper & Code: MBA 404M Customer Relationship 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 5questions.

Course content:

1. Introduction: Evolution of CRM, Customer satisfaction, Customer loyalty, Customer experience, Relationship Marketing, Significance and benefits of CRM to different business organizations and customers.
2. Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment, Customer – Product profitability analysis.
3. CRM Process: Systems approach to CRM, CRM Process, Objectives, Customer segmentation, Customer database, Strategy formulation, Infrastructure development, Designing system, Core processes, Developing people, Customer retention, Recovering lost customers, Terminating relationships.
4. Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining
5. CRM Technology: Hardware, Software, Web portals, Call Centres, IT enabled business solutions.
6. Customer Loyalty: Developing, Implementing and Evaluating Loyalty Programs.
7. Measuring CRM Effectiveness: CRM Metrics – Financial and non-financial measures.

Text Books

1. Sheth, J.N., Parvatiyar, A. and Shainesh, G., "Customer Relationship Management", TMH.
2. Kumar, V. and Reinartz, Werner J., Customer Relationship Management: A Databsed Approach, Wiley India, New Delhi.
3. G Shainesh, Jagdish N Sheth, Customer Relationship Management – A strategic perspective, Macmillan India Ltd
4. Rai, Alok K, Customer Relationship Management – Concepts and Cases, PHI, New Delhi.
5. Mukerjee, Kaushik (2007), Customer Relationship Management: A Strategic Approach to Marketing, PHI, New Delhi.

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

Title of Paper & Code: MBA 403 O Quality Accreditation of Healthcare Organisation

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 5questions.

Course content:

1. 1.1 Basic Concept,
   1.2 Definition,
   1.3 Terminology of Quality Management. Quality Policy and Objectives.
2. 2.1Organisation for Quality,
   2.2 Quality Circles.
   2.3 Economics of Quality.
   2.4 Quality Assurance,
   2.5 Zero Defect Concepts.
3. 3.1 Quality Specifications.
   3.2 Statistical Aids in Limits
   3.3 Tolerances.
4. 4.1Inspection.
   4.2 Manufacturing Planning for Quality.
5. 5.1Sampling Plans for Attributes and
   5.2Variables and Various Control Charts
6. 6.1Total Quality Control
7. 7.1 ISO (International Organization for Standardization) – QMS – ISO 9001:2000,
   7.2 JCI HOSPITALS
8. 8.1Standards for Healthcare & Hospitals,
   8.2 NABH (National Accreditation Board of Hospitals.)

Text Books

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

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

Title of Paper & Code: MBA 404 O Contemporary Issues 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 5questions.

Course content:

1. 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
2. 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,
3. Flowmetery, Uro endoscopic procedures Lithotripsy, Haemo and Peritoneal Dialysis. Various advanced Neurodiagnostic procedures , methods of treatment including Stereotaxic ,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
4. Use of C-arm, Illizarov, and other modern techniques in Orthopedics, Lasers in Diagnosis and Treatment. CO2and Yag Lasers. Use of Lasers in ophthalmology dermatology,
5. Robotic surgery, Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank , Surrogate motherhood , Plastic surgery, Organ Transplant: Kidney, Cornea, Liver, Heart, others Stem cells and their importance. Need for stem cell Banks Nanotechnology
6. Medical Tourism :Video conferencing : Concept, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Online view and interference of interventional and surgical procedures Tele Medicine : Concept, prerequisites, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe

Learning Resources:

1. Latest content as per the guideline
2. Use case study Methodology

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

Title of Paper & Code: MBA 403H Compensation 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. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay ofperformance.
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.
6. Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
7. Designing compensation for Chief Executives, senior managers, knowledge workers etc**.**

Text Books

1. Milkowich, Newman Compensation(SIE)9eTata Mcgraw Hill
2. Armstrong.& Murlis Reward Management A Handbook of Salary administration. LondonKegan Paul
3. Bhattacharya, Compensation Management,Oxford Press
4. Tapomoy Deb Compensation Management,Excel Books

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

Title of Paper & Code: MBA 404H Organisational Development

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: 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, inter- Group 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.
6. Organisation Design, Processes and Culture. Life Cycle & Phases of growth Organisational Effectiveness & Excellence, Organisation Culture, Values & Ethics
7. Organisation Development Planned change strategy Managing Change in Times of Turbulence.

Text Books

1. Srivastava Organization Design and Development: Concepts and Applications, Wiley
2. Kavita Singh Organisation Change and Development, Excel Books
3. Wendell L. French and Cecil N. Bell Jr., Organization Development Prentice Hall