

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (public Health)
2 YEARS

Semester – III

Batch (2023-25)



Institute Of Management Studies, Devi Ahilya University, Indore
MBA [Public Health] 2 Years SEMESTER- III

S. No	Code	Subject		Credits
1.	MS5I- 601	Management of Quality	Compulsory	03
2.	MS5I- 603	Public Health Administration	Compulsory	03
3.	MS5I- 605	Project Management	Compulsory	03
4.	MS5I- 607	Hospital Planning	Compulsory	03
4.	MS5I- 609	Purchase and Materials Management	Compulsory	03
4.	MS5I- 611	Operations Management in Healthcare	Compulsory	03
Electives: Any One Group				
GROUP A: HUMAN RESOURCE				
5.	MS5I- 613	Human Resource Development	Compulsory	03
6.	MS5GI- 615	Compensation and Reward Management	Compulsory	03
GROUP B: MARKETING				
7.	MS5I- 617	Marketing of Hospital Services	Compulsory	03
8.	MS5I- 619	Consumer Behavior	Compulsory	03
9.	MS5I-553	Comprehension Viva-Voce		3 Virtual Credits
Total Credits			24+3*=27	

PROGRAMME SPECIFIC OUTCOMES (PSO):

1. To prepare the students in such a way so that they become capable and confident Healthcare Services professionals at the end of the program.
2. To enable students, understand concepts, tools and skills for Healthcare Analysis and its application in the efficient conduct of Healthcare Services.
3. To enable the students to gain acumen, insights and thorough knowledge relating to the various aspects of Healthcare Administration, Healthcare Markets and their Regulatory Frameworks.
4. Offer a platform for developing analytical reasoning and critical thinking ability from the perspective of a Healthcare Professional.
5. For holistic development of students to inculcate the ability to take rational and informed decisions related to public health with hands-on experience of different tools and skills of healthcare through project-based learning pedagogy.

PROGRAMME OUTCOMES (PO):

1. **Domain Knowledge:** Graduates will be able to recognize the functioning of Healthcare Organizations with significance to healthcare functional area. They will be able to understand Economic, Legal and Social Environment of Indian Healthcare System and Healthcare Industry.
2. **Critical thinking and Innovative Solutions:** Graduates will have developed the necessary Skills to take innovative decisions which make organizations more productive and competitive in the field of Healthcare.
3. **Cross-Cultural Understanding:** Graduates will be able to understand the requirements of individuals from a specific culture and will help the personnel to adjust and adapt to various other cultures.
4. **Social Responsiveness and Ethics:** Graduates will develop responsiveness to contextual social issues / problems and are expected to identify the contemporary social problems. They are required to demonstrate ethical standards in organizational decision making.
5. **Effective Communication:** Graduates will be able to effectively use appropriate technology for better communication in healthcare and hospital industry (presentations, digital communication, social network platforms and so on).
6. **Leadership and Teamwork (LT):** Graduates will be able to work in teams and demonstrate leadership roles at various levels of the organization. Graduates are expected to maximize the usage of diverse skills of team members in context of Healthcare and Hospital Administration.

INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Public Health) 2 Yrs. Semester III (Batch- 2023-25)**

Subject Name	MANAGEMENT OF QUALITY	Subject Code	MS5I- 601
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Subject Nature: compulsory**Course Outcome:**

CO1: Remembering the basic definition of Quality Management with reference to Healthcare Industry.

CO2: Understanding the concept and interpretations of Quality Circles & Zero Defect in providing medical services

CO3: Applying and analyzing statistical aids of limits and tolerances using sampling plans for Health care services.

CO4: Evaluating & implementing Accreditation procedures & Standards viz. ISO, NABH, JCI etc. in Hospitals and Diagnostic centres.

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.	5
Unit 4	Statistical Aids in Limits and Tolerances. Inspection.	7
Unit 5	Manufacturing Planning for Quality.	4
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		40

Text Books:

1. Dale H Besterfield-**Total Quality Management**,3e-(Indian Reprint)Pearson
 2. PoornimaCharanthimath-**Total Quality Management**-(Indian Original)Pearson
 3. D.D. Sharma,**Text book of Quality Management.**
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INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Public Health) 2 YEAR Semester III (Batch- 2023-25)**

Subject	PUBLIC HEALTH ADMINISTRATION	Subject Code	MS5I-603
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Subject Nature: Compulsory**Course Outcome:**

CO1: Outline the concepts of public health administration in public health sector.

CO2: Develop students to have a good understanding of public Health sector.

CO3: Simplify Urban medical care system in the context of current scenario.

CO4: Analyze Alternative systems of health care and role of other International Health Agencies.

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 –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.	9
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.	9
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	5
Unit- 4	Organization and administration of better medical care	3
Unit -5	National Health Policy and National Population Policy (Latest reviews)	3
Unit-6	Healthcare resource planning and allocation	2

Unit -7	Success / Failure Analysis for various Health Plans, Programs, Schemes etc. and Research for their Causes.	5
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	9
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>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.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (PUBLIC HEALTH) 2 Years PROGRAM			
Batch 2023-2025			
Semester III			
Subject Name	PURCHASE AND MATERIALS MANAGEMENT	Subject Code	MS5I-609
		Total Credits	03
Subject Nature: Generic			
Course Outcome: CO1: Defining basic concepts of purchase and materials in Hospital and Health Industry. CO2: Develop the Maintenance skill of inventories related to hospitals. CO3: Classify the types and nature of Purchasing cycle in hospital and healthcare industry.			
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 end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit – 1 Material Managements	1.1 Objectives of material management and importance of materials management, Integrated material management 1.2 The role of materials and purchase management in business 1.3 Integrated materials management concept, need, definition, scope, and advantages.		8
Unit-2 Organization of Materials Function	2.1 Organization structure, Centralized purchasing, Decentralization, Delegation of power, Materials and user department.		4
Unit-3 Materials Planning & Budgeting	3.1 Introduction to planning, Advantages of planning, Definition of planning and budgeting, Planning approaches for materials management. 3.2 Materials budgeting, meaning, factors governing materials budget, and limitations of materials budget. 3.3 Ordering system- purchase policy, cash purchase. Tender system rate and running contact. Sub contracting, system contracts etc.		8

Unit- 4 Purchasing cycle	4.1 Purchasing activities indent status, chasing and follow up transportation, incoming inspection. Bill settlement, documentation, and right price. Right time of purchasing, right method of material handling, right mode of material transport, right quality, right source and right buyer seller relations.	8
Unit- 5 International Buying	5.1 Why import policy?, classification of imports, objective of control preliminary formalities, source selection, listening procedure, letter of credit, documentation, bill of loading, custom clearance etc. 5.2 Vendor rating – relevance of good supplier, need for vendor evolution, goals of vendor rating, advantages of vendor rating, parameters of vendor rating. 5.3 Ware housing management- objectives of stores, location and layouts, preservation of items, management of receipts , issue control, store documentation.	12
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		40

Learning Resources:

Text Reading:

1. J.R. Tony Arnold, “**Intro to Material Management**”, 6th ed.-(Indian Adaptation), Pearson Publication.
2. Peter Baily, “**Procurement: Principles and Manadement**”, 10th ed.-(Indian Reprint), Pearson Publication.
3. Raghuram, “**Logistics and Supply Chain Management**”, Indian, Macmillan Pub.
4. Rajendra Mishra (2009), “**Materials Management**”, Excel Books Pub.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Public Health 2 YEAR PROGRAM Semester III (Batch- 2023-25)			
Subject Name	PROJECT MANAGEMENT	Subject Code	MS5I-605
Subject Nature: Compulsory			
Course Outcome:			
CO1: Infer the concepts and Significance of project management and its Techniques in public health sector.			
CO2: List the project management methods in Public health sector.			
CO3: Develop skills on Project Planning, Analysis, Implementation and Control.			
CO4: Adapt New Network Techniques for Project Management in context of public health.			
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 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 & Analysis	2.1 Market and Demand Analysis, (Including Demand Forecasting); 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.		06
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, Scheduling and 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.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Public Health) 2 Yrs. Semester III (Batch 2023-25)			
Subject Name	HOSPITAL PLANNING	Subject Code	MS5I-607
Subject Nature: Core			
Course Outcome: CO1: Illustrate the concepts & principles of planning, designing and building a hospital. CO2: Compile, summarize and justify the rules and regulations applicable in setting up the hospital. CO3: To Make use of latest trends, technological advancements and modular concepts in the structural planning of hospital building and services. CO4: To outline, summarize and interpret the structural requirements, related to various functional aspects and scope of services offered by the hospitals.			
Examination Scheme: 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 questions out of 7 questions. All questions carry equal Marks.			
Note: One Case/ caselet to be discussed in each Unit			
Course Contents			
Unit 1	Planning as a management function. Steps of planning. Hospital Planning: Meaning & scope		
Unit 2	Concept of building a Hospital, Availability of Finance & land Feasibility Studies catchments area and demand analysis		
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)		
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, PR Deptt., Marketing		
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		
Unit 6	Speech & hearing, Pulmonary unit, CATH lab, Nursing Unit (pediatric, Obstetrics & Gynaecology, Psychiatric, Isolation, ICU, ICCU and Nursery), Admission		
Unit 7	Department, MRD, CSSD, Materials Management, Food Service, Landry, Repair Maintenance & Engineering, Air conditioning, Medical Gases, Communication, BMW Management.		
Recommended Text: Text Books on Hospital Planning and Management by : Mc Caullay, Kunders, Tabish, ShaktikantGupta ,BMSakharker			

INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Public Health) 2 YEAR Semester III (Batch- 2023-25)**

SUBJECT NAME	HUMAN RESOURCE DEVELOPMENT	SUBJECT CODE	MS5I-613
		TOTAL CREDITS	03
SUBJECT NATURE: Compulsory			
Course Outcome: CO1: Infer the concept and methods of HRD helpful n public health sector. CO2: Develop the insights in the design, development and delivery of HRD Programmes. CO3: Analyze the behavioural tool and HRD mechanism in the context of public health. CO4: Combine the conventional and contemporary approaches of HRD to solve the problems.			
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			No. of Sessions
UNIT –1 Human Resource Development	1.1 Concept and Historical Perspective 1.2 Elements of Good HRD 1.3 HRD and Organizational Effectiveness		9
Unit-2 HRD Mechanisms I	2.1 Training- Training Policy 2.2 Assessing Training and Development Needs 2.3 Design of Training Systems 2.4 Implementation and Evaluations of Training System 2.5 Employee Counseling 2.6 Performance Appraisal-Different Methods and their impact on Employees Effectiveness.		9
Unit-3 HRD Mechanisms II	3.1 Career Planning and Development, Succession Planning 3.2 Potential Appraisal 3.3 Coaching – The Skills of Coaching, coaching and performance management 3.4 Mentoring- Selection of Mentor, Mentoring Methods and their Benefits.		9

Unit- 4 Behavioral Tools	4.1 FIRO-B, Johari Window, Transactional Analysis. 4.2 Formulation and Implementation of HRD Strategies 4.3 Creating a World Class Organization	9
Unit-5 The Benefits and Cost of H.R.D	5.1 the cost and benefit of training 5.2 Models of cost benefit analysis of training 5.3 HR Accounting	4
Unit-6 Future of Human Resource Development	1.1 Economic 1.2 Political 1.3 Sociological and Organizational Factors.	5
	TOTAL SESSIONS	45

Learning Resources:

Text Readings

1. Jerry W. Gilley and Steven A. England, “**Principles of Human Resource Development**”,U.S.A, Addison-Wesley, 1989.
2. T.V. Rao, “**HRD Audit**”, New Delhi, Sage Publications, 1999.

Suggested Readings

1. SatishPai, Ravishanker, UpinderDhar and B. Pattanayak (Eds), “**HRD Skills for Organizational Excellence**”. Mumbai, Himalaya 1999.
2. Ashok Chanda and ShilpaKabra “**Human Resource Strategies-Architecture for Change**” New Delhi, Response Books, 2000.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Public Health) 2 YEAR Semester III (Batch- 2023-25)			
Subject Name	COMPENSATION AND REWARD MANAGEMENT	Subject Code	MS5I-615
		Total Credits	03
Subject Nature: CORE			
Course Outcome:			
CO1: Understand the different concepts of Compensation and Reward management.			
CO2: Understand wages and salary system.			
CO3: Explain component, role and strategies of reward system.			
CO4: Design and implement reward strategies in Public health sector.			

Examination scheme:
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions.

Course Contents	
Unit 1	Content 1.1. Wage and Salary Administration. 1.2 Definition, 1.3Goals, 1.4 Job Evaluation, 1.5Wage and Salary surveys 1.6, Time and Piece Rate, 1.7 Merit pay /skill based pay 1.8, Factors affecting wages.
Unit 2	2.1Incentive Plans: 2.2 Individual and Group Incentive plans, 2.3 Productivity Gain sharing plans, 2.4 Profit Sharing Plans, 2.5 Non - Financial and Financial incentives 2.6 Measuring Cost- to – Company (CTC).
Unit 3	3.1Employee Benefits: 3.2 Supplemented Pay benefits (pay for time not worked), 3.3Insurance benefits, 3.4Retirement benefits, 3.5 Employees’ service benefits, 3.6 ESOPs, 3.7Flexible benefits 3.8 Benefit Surveys.

Unit 4	4.1Governing Laws 4.2: Provident Fund Act 1952, 4.3Minimum wages Act 1948, 4.4Payment of wages Act 1948, 4.5 Payment of Bonus Act, 1965.
Unit 5	5.1 Current Trends in Compensation and 5.2 Reward Management
<p>Learning Resources:</p> <p>Text Reading:</p> <ol style="list-style-type: none"> 1. Henderson ,”Compensation Management in a knowledge based work” 2. Milkonich , “Compensation management “ ,ninth edition 3. Er Sony Shyam Singh “Compensation Management” 4. Garry Dessler, “Personnel / Human Resource Management”, London, Prentice Hall, 1994. 5. William B. Werther Jr. and Keith Davis “Human Resource Management”. New Jersey: McGraw Hill. (1993) 	



INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Public Health) 2 years Semester III (Batch- 2023-25)

Subject Name	CONSUMER BEHAVIOUR	Subject Code	MS5I- 619
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Subject Nature: Compulsory

Course Outcome:

CO1: The outcome of this course is to help students gain an understand the Consumer Behaviour and its applications in healthcare industry.

CO2: Apply the concepts of Consumer Behaviour Theories and to develop promotional strategies for Healthcare Industry.

CO3: To gain Valuable Insights of the current scenario in the field of Consumer Behaviour in the Healthcare and Hospital Industry.

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	1.1 Introduction to Consumer Behavior: Definition and scope of Consumer Behaviour, Linkage with marketing strategy, 1.2 Application of Consumer Behaviour and Consumer Research.	10
Unit 2	2.1 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 2.2 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.	8
Unit 3	3.1 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.	8
Unit 4	Consumer Decision Processes and Models 4.1 Pre-purchase process: Information processing, Types of information on and sources, external and internal search,	8

	marketing strategies 4.2 Purchase Processes: Consumer choice making process, Evaluative criteria, and Decision rules. 4.3 Post Purchase Processes: Framework, dissonance satisfaction / dissatisfaction.	
Unit 5	5.1 Strategic Applications of Consumer Behaviour: Marketing to children, women, adults and old age consumers: concerns and strategies; The consumer movement, consumer rights and responsibilities.	6
	TOTAL CLASSROOM CONTACT SESSIONS	40

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.
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INSTITUTE OF MANAGEMENT STUDIES**M.B.A. (Public Health) 2 YEAR Semester III (Batch- 2023-25)**

Subject Name	MARKETING OF HOSPITAL SERVICES	Subject Code	MS5I-617
		Total Credits	03

Subject Nature: Compulsory**Course Outcome:****CO1:** Relate the dynamics of marketing in Hospital**CO2:** Make use of marketing theories to current scenario and construct the brand image**CO3:** Develop unique marketing mix for urban and rural public**CO4:** Apply the concepts of marketing and to develop promotional strategies**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 Ro 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.	4
Unit-2 Consumer Behaviour	2.1 Understanding buying behaviour for hospital services; 2.2 selection criteria; 2.3 Decision Making for Hospital services.	4
Unit-3 Services Marketing Mix	3.1 Introduction to the Hospital Services Marketing Mix	2
Unit- 4 Hospital Services	4.1 Structure of Hospital Services; 4.2 Service Product Model; 4.3 Designing new hospital services.	4

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.	4
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.	5
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	3
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.	3
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.	3
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.	4
Unit – 11 Hospital Service Strategies	11.1 –Service Triangle; External Marketing; Internal Marketing; Interactive Marketing	2

<p align="center">Unit – 12 Hospital Service Quality</p>	<p>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.</p>	<p align="center">4</p>
<p align="center">Unit – 13 Strategic Issues in Hospital Service Marketing</p>	<p>13.1 Patient Complaints, Satisfaction, Loyalty; 13.2 Relationship Management.</p>	<p align="center">3</p>
<p align="center">TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p align="center">45</p>

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. (Public Health) 2 YEAR PROGRAM Semester III (Batch- 2023-25)**

Subject Name	OPERATIONS MANAGEMENT IN HEALTHCARE	Subject Code	MS5I-611
		Total Credits	03

Subject Nature: COMPULSORY**Course Outcome:****CO 1:** Understand the concepts of production function, inventory control.**CO 2:** Develop the skill of applying of technical models and techniques for solving production problems.**CO 3:** Demonstrate layout of manufacturing/ service facility in public health sector.**CO 4:** Develop the skillset of production planning and quality control in public health sector.**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 Introduction	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.	7
Unit-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.	6
Unit-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.	5

Unit- 4 Resources Requirement Planning	Capacity Planning, Machines and Labour Planning (Computations of Number of Machines and Number of Workers) and Learning Curve Application	7
Unit – 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
Unit – 6 Scheduling and Batch Processing	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), n- jobs on Two/Three machines (Johnson’s Rule), 2-jobs on m- machines (Graphical method – Aker’s Algorithm)	7
Unit – 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.	7
	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.