

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore
MBA (Hospital Administration)) MS6B 5 Yrs**

SEMESTER Vth

HOSPITAL PLANNING

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.

Course Contains:

Planning as a management function. Steps of planning.
Hospital Planning: Meaning & scope
Concept of building a Hospital,
Availability of Finance & land
Feasibility Studies catchments area and demand analysis
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)
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
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. Speech & hearing, Pulmonary unit, CATH lab, Nursing
Unit (pediatric, obstretics & Gyaec, Psychiatric, Isolation, ICU, ICCU and
Nursery), Admission Department, MRD, CSSD, Materials Management, Food
Service, Landry, Repair Maintance & Engineering , Air conditioning, Medical
Gases, Communication, BMW Management.

Recommended Text : Text Books on Hospital Planning and Management by :
Mc Caullay, Kunders, Tabish, Shakti Singh

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ORGANIZATIONS BEHAVIOUR

Course Objectives: The objectives of this course are to help students to learn and understand human Behavior in organizations so that they improve their managerial effectiveness.

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.

Course Contents:

Course Content:

Determinants of Individual Behaviour:

(a) Personality, (b) Perception, (c) Attitudes, (d) Learning, (e)

Motivation

Individual's Role and Status, Frustration and reactions to Frustration.

Group Decision Making, Managing Stress at Work. Power and Politics

Foundations of Individual and Organizational Behavior: OB Models, Personality—Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory.

Motivation: Needs, Contents and Processes; Mallow's Hierarchy of Needs, Hertzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification.

Foundations of Group Behavior: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.

Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Heresy and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.

Conflict: Intra-individual Conflict, Interpersonal Conflict, Inter group Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.

Organizational Change and Stress Management: Forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress.

Organizational Culture: Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

Text Readings:

1. Stephen P. Robbins, "Organizational Behaviour: Concepts, Controversies, and Applications", New Delhi, Prentice Hall, 9th Ed., 2000.

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2. Fred Luthans, “Organizational Behaviour”, New York, McGraw Hill, 8th Edn., 1998.
3. Bill Scott, “The Skills of Communications”, Jaico Publications, Bombay 1995.
4. John W. Newstrom and Keith Davis, “Organizational Behaviour: Human Behaviour at Work” New Delhi, Tata McGraw Hill, 1993.

Suggested Reading

1. Upinder Dhar and Santosh Dhar, “Case Method in Management Education: Text and Illustrations”, Excel, New Delhi, 2002.

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FINANCIAL MANAGEMENT- I

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.

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

UNIT 1

Financial Management finance function aims of finance function financial management goals of financial management financial decisions Relationship of Finance with other disciplines viz. Economics, Accounting & others. Scope of Financial Management and Organization of finance Function.

UNIT 2

Time Value of Money: Introduction, Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity.

UNIT 3

LEVERAGE ANALYSIS: Introduction, Operating, Financial and Combined Leverage, Relationship of Leverage with Capital Structure, EBIT EBT EPS analysis, leverage problems.

UNIT 4

CURRENT ASSETS MANAGEMENT- WORKING CAPITAL MANAGEMENT: meaning, concept, types, need and importance of a working capital, determinants of working capital requirement, Operating cycle approach to working capital, Computation of Working Capital. Financing Current Assets; behavior of current assets and pattern of financing.

UNIT 5

CURRENT ASSETS MANAGEMENT- MANAGEMENT OF CASH: Introduction, Motives for holding cash, Objectives of Cash Management, cash forecasting and preparing cash budgets, Cash Management Techniques

UNIT 6

CURRENT ASSETS MANAGEMENT- RECEIVABLES MANAGEMENT: Introduction & Objectives, Cost & Benefits of maintaining receivables, credit policy variables (credit standards, credit Analysis), Credit Terms, Collection Policies

UNIT 7

CURRENT ASSETS MANAGEMENT- INVENTORY MANAGEMENT Introduction, Objectives, and Cost & Benefits associated with Inventory, nature of inventory and its role in working capital, Importance of Inventory Management, inventory management techniques

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FINANCIAL MANAGEMENT- I

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.

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QUANTITATIVE TECHNIQUES

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.

Course Content:

- 1 **Quantitative Technique-** Introduction, OR and QT- Nature and purpose, Area, Scope, Applications and Limitations.
 2. **Linear Programming**–Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Methods Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP.
 3. **Transportation Model**-Mathematical Formulations, Initial Basic Feasible Solutions, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. Degeneracy. TP as Linear Programme.
 4. **Assignment Problem** -Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems using Hungarian Method (Minimization and Maximization, Route Allocation).
 5. **Waiting Line Models** – Introduction, Scope in Management Decisions, Queuing Models - M/M/1 (Infinite and Finite Population),Probability calculations and application of M/M/C (Infinite Population).
 6. **Network Scheduling by CPM/PERT.**-Introduction to Network ,PERT ,CPM ,Basic Steps in PERT/CPM techniques, Network Diagram representation , Determination of Critical Path, Project Crashing and Economics of Crashing ,Application of PERT/CPM techniques .
 7. **Inventory Control Models** :EOQ, Purchasing Model with Price Breaks, Manufacturing Models, Multi Item Models, Stochastic Models
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SYSTEM ANALYSIS AND DESIGN

Course Objective

The objective of this course is to help students to understand the basics of Information Systems, and issues related to Design and Development of Information Systems.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination carrying 60 marks .Students will be required to attempt any 5 questions out of 7.

Course Content

1. Introduction to Information Systems: Definition, Information Systems and Society, Information Systems and Organization, Technological Versus Behavioural Aspects, A Framework for Managerial End Users, System Concepts, A Business as a System, Information Processing Concepts, Information Systems Concepts.
2. System Concepts and The Information Systems Environment: The Systems Concept: Definition, Characteristics of a System, Central Objective, Elements of a System, Types of Systems, The Systems Development Life Cycle: The SDLC – Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.
3. System Analysis: System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study, and Cost/Benefit Analysis.
4. System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design, Design of Online Dialogue, Data Models, IPO, and HIPO.

Text Reading

1. James A. O'Brien, "**Management Information Systems**", Galgotia Publications Pvt. Ltd., New Delhi, 1996
2. Elias M. Awad, "**System Analysis and Design**", Galgotia Publishing Pvt. Ltd., New Delhi, 2001

Suggested Readings

1. James A Senn, "**Analysis and Design of Information Systems**", McGraw-Hill Publishing Company, New Delhi, 1998
2. Muneesh Kumar, "**Business Information Systems**", Vikas Publishing House Pvt. Ltd., New Delhi, 1999
3. Kenneth C. Laudon & Jane P. Laudon, "**Management Information Systems**", Prentice Hall of India Pvt. Ltd., New Delhi, 2000

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MARKETING OF HOSPITAL SERVICES

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

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.

Course Content:

Marketing of Hospital Services: A conceptual framework.

Services Marketing: Basic issues

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Designing service Strategy

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Marketing of Health Services: The Indian scene

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Marketing of various health services like; Family welfare, Integrated child development programmes, Awareness programmes.

Marketing of Hospital Services: Basic issues; designing basic strategies for Specialty services; Specialty and Super specialty hospitals.

Marketing of other services like :

- a. Financial services-Branding and Advertising-consumer banking.
- b. Educational and Professional services-marketing of Educational and Professional Educational services;
- c. Professional support services-Event marketing, Specialty advertising support services etc.
- d. Marketing of Logistics and Public utilities.

Text Readings

- 1) Lovelock ,”Services Marketing”, BPB,
Ravishankar ,”Service Marketing”.

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EPIDEMIOLOGY

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 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.

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.

Evolution of Medicine, Community Medicine and Public Health.

Environment - Physical, (Mental) And Its Role In Health /

Disease. Levels Of Prevention And Intervention Principles Of
Epidemiology.

Types Of Epidemiology And Epidemiological Studies.

Disease - Causation, Multiple Cause Theory, Progress of Disease Process.

Modes Of Transmission Of Diseases - Communicable Diseases.

Epidemiology of Communicable Diseases.

Waterborne Diseases. Typhoid, Cholera

Viral Hepatitis - All Types, Poliomyelitis, Amoebiasis

Control And Prevention Of Water Borne Diseases

Investigation And Control Of Diarrhoeal Diseases In

Children Droplet Infections (Air Borne) - Mode Of Spread

And Control Tuberculosis And National Tb Control

Programme Measles And German Measles, Mumps

Chickenpox And Herpes Zoster, Influenza, Diphtheria

Diseases Transited Through Vectors And Their Control

Malaria And Modified Malaria Control Programme

Filaria And Filaria Control Programme

Arboviral Diseases - Yellow Fever And Dengue, K.F.D.

Plague And Control Of Plague

Diseases Transited Through Ticks / Housefly / Bugs.

Diseases Transited Through Contact

Leprosy - Leprosy Eradication Programme

Sexually Transmitted Diseases - Transmission And Control

Syphilis, Gonorrhoea, Lgv, Chancroid, Treatment And

Control Aids, Tetanus, Trachoma

Nosocomial Infections - Hospital Acquired Infections

Infection Through Food/Fish/Milk And It's Control

Health Education Concepts In Nutrition

Occupational Health And E.S.I.S.

Rehabilitation

RECOMMENDED TEXT: K. Park text book of PSM.

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MEDICAL LAWS AND MEDICAL ETHICS

Course Objective: The aim of the course is to enable students to have an understanding of all those laws which are applicable on health care delivery systems and hospital and a good understanding of medical ethics.

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.

Medical Ethics:

Hippocratic Oath of medical practitioners, Patient's Bill of Rights, Hospital responsibilities, Managerial Ethics, Hospital Administrator's position, role & responsibility, including problems faced therein, regarding ethics & law.

Applicability of Law in Hospital setups: viz:-

Related to statutory & government obligations, Related to Clients, Related to Human Resource & Manpower

LAW IN MEDICAL PRACTICE

General Provision governing acts of Health care providers

Act not intended to cause death. Done by consent in good faith for person's benefit, "Good Faith", Accident in doing a lawful act, Consent known to be given under fear or misconception, Act done in good faith for benefit of a person without consent,

Provision governing non-therapeutic acts

Act not intended and not known to be likely to cause death or grievous hurt, done by consent, Grievous hurt
Negligence.

Act endangering life or personal Safety of others.

Causing hurt by act endangering life or personal safety of others.

Causing grievous hurt by act endangering life or personal safety of others.

Causing death by negligence.

Negligent act likely to spread infection of disease dangerous

to life, Negligent act likely to spread infection of disease dangerous to life.

Malignant act likely to spread infection of disease dangerous to life.

Confidentiality as ethics

Confidentiality as legal duty

Protection of life and personal liberty, Indian Evidence Act. Sec.-126
Professional communications

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MEDICAL LAWS AND MEDICAL ETHICS

Tort reforms

Negligent act likely to spread infection of disease dangerous to life.

Malignant act likely to spread infection of disease dangerous to life.

Criminal negligence and IPC 304-A.

Indian Medical Council Act.

Consumer protections Act

Drugs and Cosmetic Act

Medical Termination of Pregnancy Act

Transplantation Human Organs Act

Atomic Energy Act

Indian Medical Degrees Act

Epidemic Diseases Act

Biomedical Waste Management Rules

Drugs and Magic Remedies (Objectionable Advertisement Act).

Dangerous Machines Act

Insecticides Act-1968

Artificial insemination – AID, AIH, IVF, Surrogate

Motherhood Regulation of Blood & Blood products HIV-

AIDS and related Law

Rights of the Unborn and PNDT (prenatal diagnostic testing) act