

Rani Durgawati Vishwavidyalaya Jabalpur (M.P)

(Faculty of Management)



Course – Curriculum

**MBA (Health-Care &
Hospital Management)**

**SYLLABUS AND SCHEME OF EXAMINATION
FOR
2 YEARS (IV SEMESTER) FULL TIME
MBA (HCHM) PROGRAMME**

**SYLLABUS AND SCHEME OF EXAMINATION FOR MBA (HCHM)
2 YEARS FULL TIME PROGRAMME**

The minimum passing marks for the theory paper shall be 40% and for the Workshop/Assignment/On-site Training Report and Viva-Voce shall be 50% of the Maximum marks.

The candidate needs to score minimum 50% marks in aggregate including the marks of Internal Assessment which is prescribed to pass the semester.

The Internal marks will be calculated based on the following:

Internal Assessment	Total Marks 30
Attendance	10 Marks
Assessment Test	10 Marks
Workshop / Presentations	10 Marks

MBA (HCHM)

Semester-II

MBA (HCHM) SEMESTER - II

Paper Code	Papers	INTERNAL ASSESSMENT		SEMESTER-END EXAMINATION	
		Maximum Marks	Minimum Marks	Maximum Marks	Minimum Marks
HCHM-201	Human Resource Management	30	12	70	28
HCHM-202	Corporate Finance	30	12	70	28
HCHM-203	Marketing of Services	30	12	70	28
HCHM-204	Customer Relationship Management	30	12	70	28
HCHM-205	Business Research Methodology	30	12	70	28
HCHM-206	Managerial Communication	30	12	70	28
HCHM-207	Management Science	30	12	70	28
HCHM-208	Hospital Planning	30	12	70	28
HCHM-209	**Workshop/Assignment	Report/Assignment Evaluation-50 marks, Viva-voce-50 marks Max Marks 100 Min Marks-50			

** Every-day in the afternoon the student is expected to spend two hours a day and a total of 120 to 160 hours in hospital during semester.

In each paper workshop and assignment topics will be declared. Students will select one workshop topic and one assignment topic and on the basis of that they will be under viva-voce exam as per the scheme. (Viva- voce will not be on the basis of theory exam.)

Students will submit work report of assignment well in advance to the department.

HCHM-201: HUMAN RESOURCE MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization. The effectiveness of human resource management in organization depends largely on individual perception, assumption and belief about people. The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.

UNIT I

- Introduction to Human Resource Management – Definition – Objectives and functions – Role and structure of Human Resource Function in organizations, Present day Challenges of HRM, Strategic HRM, Global HRM, Role of HR Manager.
- Objectives and functions of Personnel management. Characteristics and qualities of Personnel Manager. Difference between Personnel Management, HRM and HRD.

UNIT II

- Human Resource Policies: importance, essentials and formulation. HR procedures & practices.
- Human Resources Planning– Concept, Need, Objectives, Importance, Process and limiting factors.
- Manpower Estimation-Job analysis, Job Description, Job Specification.

UNIT III

- The systematic approach to Recruitment & Selection: Recruitment & Selection Policy, Recruitment & Selection Procedures, Recruitment & Selection Methods and Evaluation process.
- Training and Development –Objectives, Needs, Process, challenges and Methods. Evaluation of Training Programs. Introduction to Career and Succession Planning.

UNIT IV

- Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.
- Compensation Administration: Nature and Objectives of compensation, components of pay structure, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Health & safety
- Incentive Schemes: Meaning and Definition, Prerequisites, Types and Scope. Fringe Benefits.

UNIT V

- Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.
- Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure, Conflict Management. Industrial Relations: Nature, importance and approaches of Industrial Relations
- Concepts of JIT, TQM, Kaizen, Quality Circles.

Internal Assessment: Total**30 Marks**

Attendance

10 Marks

Assessment Test

10 Marks

Workshop/Presentations:

10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

- Personnel Management CB Mamoria
- Personnel Management RS Davar
- Economics of Labour and IR TN Bhagoliwal
- Management of Human Resources Prasad & Banerjee
- Cases in Human Resources Management MN Rudrabasavaraj
- Personnel Management EB Flippo
- Human Relation Work K. Davis
- Personnel Management & Human Resources V. Ratham, CS Venkata, V.K. Shrivastava
- Human Resource Development & Management Ghosh, Biswanath
- Human Resource Management Robert L. Mathis and John H. Jackson

HCHM-202: CORPORATE FINANCE

[Max. Marks 70]

[Min. Marks: 28]

Course Objective: - The objective of this course is to develop a conceptual framework of Finance function and to acquaint the participants with the tools, techniques and process of financial management for making financial decisions.

UNIT I

- Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Indian Financial system. Financial Management function and Decision of Finance Manager in Modern Age. Financial Planning & forecasting.
- Accounting Standards. Introduction to International Accounting Standards. Role of Accounting Standard board.

UNIT II

- Fund Flow: Concept, Preparation of schedule of changes in working capital and the fund flow statement, Managerial uses and limitation of fund flow statement.
- Cash Flow Concept, Preparation of cash flow statement, managerial uses of cash flow statement.
- Concepts of Working Capital, Determinants of Working, Capital Operating and Cash Conversion Cycle, Permanent and Variable Working Capital. Symptoms of poor Working Capital management, Working Capital Management Strategies.

UNIT III

- Long term financing sources and instruments – Shares and Debentures – Convertible securities & Term Loans – Foreign equity and debt securities. Valuation of shares, valuation of goodwill, methods of valuation of goodwill.
- Dividend policies - Factors affecting dividend decision - Dividend theories - Graham, Gordon, Walter and MM Theories - Plough back of earnings for expansion, diversification and modernization.
- Investment Accounting: Concept & methods.

UNIT IV

- Cost of capital: Equity, Debt, Retained earnings - Weighted Average Cost of Capital.
- Capital structure theories –MM, Trading on Equity, Net income, Net operating income, Agency, Trade-off and Pecking Order Theories.
- Leverage Analysis- Types and significance.

UNIT V

- Capital Budgeting: Nature, Features, Significance and Methods of Appraisal: Payback period, ARR, NPV and IRR. Capital Rationing.
- Concept of Risk and Return, Techniques of decision making under risk and uncertainty. Decision trees for sequential investment decisions.

Internal Assessment: Total**30 Marks**

Attendance

10 Marks

Assessment Test

10 Marks

Workshop/Presentations:

10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

- Financial Management Theory and Practice
- Fundamentals of Financial Management
- Financial Management and Policy
- Financial Management
- Financial Management
- Financial Decision Management
- Financial Management
- Financial Management
- Corporation Finance
 - Financial Management

Brigham
Horne, Wachowicz Jr.
Van-Horne
S.C. Kuchhal
I.M. Pandey
P. Chandra
Khan and Jain
S.N. Maheshwari
P.V. Kulkarni
Shashi K Gupta, Kalyani Publishers

HCHM - 203: MARKETING OF SERVICE

[Max. Marks: 70]

[Min. Marks: 28]

Course objective:-The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of services marketing which make it different from good marketing.

UNIT I

Introduction to Service Marketing

Concept of service and importance. Reasons of growth of service sector. Characteristics of service, classification of services. Role of services sector in India Economy. Career Opportunities.

UNIT II

Service Marketing Strategies

Strategies for service marketing. Molecular model and Client centered marketing. Gronross Service Marketing Model. Internal external and interactive marketing. Focus Strategy, Service Strategy - Market Leadership.

UNIT III

STP in Service Marketing

Service Segmentation: Meaning and elements, Service Targeting: meaning and elements, Service Positioning: meaning and elements, Industrial Services, Service distribution. Component of service delivery system, potential management. Problems associated with retailing of services.

UNIT IV

Service Marketing Mix

Promotion – concept for service, advertising. Sales Promotion & Personal Selling in service industry. People – Importance of people in service marketing. Role of various people involved. Physical evidence –concept of physical Evidence, importance type of Physical evidence in various services. Process –concept type of process, Role of process in various services. CRM in Service Marketing

UNIT V

Service Quality

Service Quality –concept of service quality. Gronross model of service quality. Conceptual model of service quality. Marketing of service –challenges in India. Productivity in services, increasing productivity. Customer Service handling SERVQUAIL.

Internal Assessment: Total	30 Marks
Attendance	10 Marks
Assessment Test	10 Marks
Workshop/Presentations:	10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Services Marketing	-Sinha
Services Marketing	- S.M. Jha
Services Marketing	- M. K Rampal, S.L Gupta
Concept Application & cases Services Marketing : Integrating Customer	- Valarie .A. Zeithamal
Focus Across the Firm	
Services Marketing	- P.N Reddy , H.R. Appanniah
Services Marketing	- Vasanti Venugopal ,Raghu V.N
Service Marketing	- Bhattacharyya D.K. (ExcelBooks)
Service Marketing	- Ravi Shankar (ExcelBooks)

HCHM-204: CUSTOMER RELATIONSHIP MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Objective: The objective of this course is to introduce customer centric operations, process and implications of CRM.

UNIT - I

Introduction: Evolution of CRM, Customer satisfaction, Customer loyalty, Customer experience, Relationship Marketing, Significance and benefits of CRM to different business organizations and customers.

UNIT - II

Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment, Customer – Product profitability analysis.

UNIT – III

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.

UNIT- IV

Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining CRM Technology: Hardware, Software, Web portals, Call Centres, IT enabled business solutions.

UNIT – V

Customer Loyalty: Developing, Implementing and Evaluating Loyalty Programs. Measuring CRM Effectiveness: CRM Metrics – Financial and nonfinancial measures.

Internal Assessment: Total	30 Marks
Attendance	10 Marks
Assessment Test	10 Marks
Workshop/Presentations:	10 Marks

Guidelines for Workshop / presentations: Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

References:

Customer Relationship Management	Sheth, J.N., Parvatiyar, A. and Shainesh, G TMH.
Customer Relationship Management: A Data based Approach	Kumar, V. and Reinartz, Werner J. New Delhi.
Customer Relationship Management – A strategic perspective, Customer Relationship Management – Concepts and Cases	Macmillan India Ltd G Shainesh, Jagdish N Sheth, Rai, Alok K, , PHI, New Delhi.
Customer Relationship Management: A Strategic Approach to Marketing	Mukerjee, Kaushik PHI, New Delhi.

HCHM-205 BUSINESS RESEARCH METHODOLOGY

[Max. Marks: 70]

[Min. Marks: 28]

Objective: To provide basic understanding towards research principles and methods. To introduce important analytical tools for research data analysis. To assist in the development of research proposals/reports.

Unit I

Introduction to Research:

Nature of Research – meaning, Purpose, Characteristics - types of research – Process of research – Selection and specification of research problem –difficulties in health care research and pathology.

Unit II

Methods of Research:

Research Design, Types of Research Design and their applicability, Sources of Error, Brief idea of Clinical Trial – Phase I, Phase II, and Phase III in hospital.

Unit III

Data Collection and Presentation in clinical trials:

Data vs Information, kinds of data and their limitations.

Methods of collecting data – census vs sampling, Primary vs Secondary data

Methods of sampling and sampling designs.

Techniques of Primary data collection: Questionnaire, interview, Observation; Measurement and scaling techniques – rating scales – attitude scales.

Presentation of data – Editing, coding, classification, Tabulation, graphic and diagrammatic presentation of data.

Unit IV

Interpretation and Report Writing:

Interpretation – essentials for interpretation – Precautions in interpretation – conclusions and generalization – statistical fallacies – objectivity in interpretation

Report Writing in medical fraternity: Meaning and types of reports in hospitals– stages in preparation of report – characteristics of a good report – structure of a report – documentation in pathological reports – foot notes – bibliography – style and literary presentation

Unit V

Hypothesis Testing: Hypothesis, Null vs alternative, level of significance, Type I type II error

Z test- basic formula and problems

T test- basic formula and problems

Chi square- basic formula and problems

ANOVA- theoretical concept

Internal Assessment: Total	30 Marks
Attendance	10 Marks
Assessment Test	10 Marks
Workshop/Presentations:	10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

References:

Marketing Research: with a change of information environment.	Tata McGraw Hill, Hair J F, Bush R P & Ortina
Business Research Methods.	Tata McGraw-Hill Publishing Company Ltd. New Delhi. Cooper D & Schinder P.
Social Research Methods: Qualitative and Quantitative Approaches.	Allyn and Bacon. Boston; London. Newman W L
.Research for Marketing Decisions Albaum	Prentice Hall. New Delhi: Paul G E, Tull D S &
Practise of Social Research.	Das, Lal Rawat Publication, Jaipur:
Designs of Social Research,	Rawat Publication, Jaipur
Research Methodology Methods & Techniques	Kothari C R. New Age International Private Ltd., New Delhi.

HCHM – 206 MANAGERIAL COMMUNICATIONS

[Max. Marks: 70]

[Min. Marks: 28]

Objective - The primary objective of the course will be personality development of the students by making their effective communication. To acquaint the student with fundamentals of communication, help them honing oral, written and non-verbal communication skills in order to transform their communication abilities.

UNIT I

- Introduction to Managerial Communication:- Meaning, Importance, objectives, principles of Communication, Elements of Communication Process, Essentials of effective communication. Forms & Channels of communication, 7C's of Communication.
- Feedback – Need, importance and types. Factors to be considered while selecting Medium
- Communication Models: Aristotle, Lasswell, Shannon - Weaver's, Berlo's SCMR.

UNIT II

- Communication Barriers: Physical, Organizational, Socio-Psychological, Linguistic. Remedies to remove barrier. The Cross-Cultural Dimensions of Business Communication.
- Verbal Communication: Oral communication - meaning, principles, advantages and disadvantages of effective oral communication.
- Nonverbal Communication: Kinesics, Proxemics, Para Language.
- Patient communication, Effective communication system within Health Care System: Stake holders- Nursing and Paramedical.

UNIT III

- Listening: process, need and types of listening.
- Speeches & Presentation: Stages and Principles of Effective Speech. How to make the speech effective. Speech of introduction - speech of thanks - occasional speech - theme speech. Presentations - elements of presentation, designing a presentation, use of audio-visual aids.
- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference.

UNIT IV

- Interview Techniques: Mastering the art of conducting and staging interviews, Interviewers preparation, candidate's preparation, and types of interview - Selection interviews – grievance interviews - appraisal interviews – exit interviews.
- Group Discussions: Do's and Don'ts; Conference & Seminar, Roles & responsibility of participants and Chairperson.
- Business and social etiquettes. E-mail: format, language and courtesy, common errors.

UNIT V

- Business letters: style, layout and types of letters - Inquiries, Circulars, Quotations, Sales, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Banking correspondence, Agency correspondence, Bad news and persuading letters, Job application letters, Covering Letter, Interview Letters.
- Reports: Definition & purpose, Types of Business Reports – Format Organization reports by individual, Report by committee.

Internal Assessment: Total	30 Marks
Attendance	10 Marks
Assessment Test	10 Marks
Workshop/Presentations:	10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

- | | |
|---|---|
| • Organizational Communication | JC Woffered, A. Gerloff & RC Cumins |
| • Effective speaking in Business | Hston, Sandberg & Mills (Prentice Hall) |
| • Business Communication, Theory and Practice | Raymandlesikar |
| • Information in Enterprises | G Danta |
| • Business Communication | Rai & Rai |
| ▪ Business Communication | Korlahalli |
| • Business Communication | Hill & Bovee |
| • Business Communication & Customer Relations | Madhukar |

HCHM-207: MANAGEMENT SCIENCE

[Max. Marks: 70]

[Min. Marks: 28]

Course Objectives – The course focuses on effective application of mathematical and research tools and techniques for managerial decision making.

UNIT– I

- Operations Research Nature and significance of operation research, Scope and phases of operations research. Basic operations research models, Role of Computers in operations research.
- Linear Programming (LP) Generalized Linear Programming Models. Solutions to LP Models by Graphical methods and Simplex methods. Big M method. Duality in LP Models.

UNIT – II

- Special Types of Linear Programming. Transportation models and their solutions (Basic & Optimal).
- Assignment models and solutions (and its special cases).

UNIT– III

- Special Operation Research Techniques Decision Theory and Decision tree.
- Theory of games, Replacement Theory
- Queuing problems and models.

UNIT IV

- Job Sequencing Models and solutions
- Network scheduling by PERT & CPM (Introduction and application)
- Network analysis
- Time estimation
- Probabilistic estimation

UNIT V

- Inventory Control Model
- Deterministic & probabilistic Models

Internal Assessment: Total	30 Marks
Attendance	10 Marks
Assessment Test	10 Marks
Workshop/Presentations:	10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

- | | |
|---|-----------------------------------|
| • Operations Research | Taha |
| • Quantitative Technique | UK Shrivastava. |
| • Introduction to Management Science | William D Stevenson (McGraw-Hill) |
| • Operations Research | Natrajan (Pearson) |
| • Operations Management | Russel (Pearson) |
| • Quantitative Approaches to Management | Levin, Kirpatrick & Rubin |
| • Principles of Operation Research | Wagner |
| • Quantitative Techniques | GK Kothari |
| • Operations Research | Kanti Swaroop |
| • Quantitative Analysis for Business Division | Bierman & Others |
| • Fundamental of Operations Research | Ack off & Saisini |
| • Decision making through Operations Research | Thieranf & Gross |
| • Quantitative Techniques in Management | Vohra ND |
| • Operations Research | Kalavathy |
| • Operations Research | S. D. Sharma |

HCHM-208: HOSPITAL PLANNING

[Max. Marks: 70]

[Min. Marks: 28]

Objective:

To expose the students to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services. A chapter on research in Hospital Services and Resources is also added to give impetus for research in this field.

Unit I

Introduction to hospital planning, Conception of idea, formation of hospital planning team, market survey , feasibility study, selection of location, Financial planning of hospitals, Macro level planning, Conception to commissioning-site development, equipment planning, facility planning (NABH), bed distribution, space allocation , interior designing and construction of building-commissioning, shake down period, documents required to established a hospital and authorities.

Unit II

Planning for the outpatient services, accident and emergency services, and day care services
Planning for patient care units –Inpatient services and intensive care units, Planning for surgical suites. Planning for labour and delivery suites-LDRP suites

Unit III

Planning for laboratory service and blood banking, Planning for imageological services-x-rays, ultra sonography, MRI, CT-scan PET scan and other advances in imageological services

Unit IV

Planning for advanced facilities, Cardiac catheterization laboratory, various endoscopy units, Extra corporeal shock wave lithotripsy, radiotherapy unit, IVF unit, Dialysis unit

Unit V

Planning for supportive services-medical gases, HVAC , housekeeping ,CSSD, Food and beverages,

Internal Assessment: Total	30 Marks
Attendance	10 Marks
Assessment Test	10 Marks
Workshop/Presentations:	10 Marks

Guidelines for Workshop / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

References:

- Shakti gupta sunil kant,chandra sekhar and sidharth satpathy, Modern trends in planning and design of hospitals, Jaypee brothers New Delhi
 - Hospital Planning, WHO, Geneva, Kunders G.D., Gopinath S., and Katakama a.,
 - Hospital Planning, Design and Management, Tata Mc.Graw Hill, New Delhi.
- Arun Kumar, Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi,
- Srinivasan A. V., Managing a modern hospital, Response Books New Delhi,
- Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi

HCHM-209: Workshop and Assignment

Objective: Every student shall be required to undergo a practical training in a hospital for 2 hours daily, during the Semester. Student will have to submit two copies (soft copy in CD) of the specialized training report with an attendance certificate from the respective training hospital, before the commencement of term examination.

1. Management of Laboratory Services
2. Management of Laundry and Linen Services
3. Kitchen and Dietary Services
4. Computerized Medical Record management
5. Management of Security Services
6. Wards Management
7. Transportation Services
8. Pharmacy Services

Project Report Evaluation	50Marks (By External and Internal Examiner Jointly)
Project Report Based Viva- Voce	50Marks (By External and Internal Examiner Jointly)