FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL ADMINISTRATION)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

(Semester: I–IV)

Session: 2019-20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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       (ii) Subject to change in the syllabi at any time.
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MBA (HOSPITAL ADMINISTRATION) (SEMESTER SYSTEM)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Semester-I

<table>
<thead>
<tr>
<th>Course No</th>
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<th>Course Title</th>
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Semester-II

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Note: (1) After second semester every student will be required to undergo practical training of at least six weeks duration in the Healthcare sector.

(2) PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper). Students can opt. in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.
SEMESTER III

Note: After second semester every student will be required to undergo summer training of 6-8 weeks in the health care sector.

<table>
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<tr>
<th>Courses No.</th>
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<td>Quality management in health care</td>
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<td>Hospital Services Marketing</td>
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### MBA (HOSPITAL ADMINISTRATION) (SEMESTER SYSTEM)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

#### Semester-IV

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<th>End Sem. Marks</th>
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<td>Entrepreneurship &amp; Consultancy In Health Care</td>
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MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-101: HEALTH CARE ECONOMICS

Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equi marginal Utility  
Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.  

SECTION B

Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance  

SECTION C

Market Configuration: Price determination under different market conditions, nature and Characteristics of Health care markets: monopolistic competition and oligopoly.  
Demand for and supply of Health care services, Market failures and Government intervention and control

SECTION D

Health care Finances: Health care indicators – Health policies - Health care expenditure – Financing of Health care, Allocations under 5 year plans- National rural Health mission (NRHM) – Human Development indices.  
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Reference Books:
10. Stephen Morris, Nancy Devlin, David Parkin, Economic Analysis in Health Care, John Wiley & Sons Ltd.
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-102: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION-A</th>
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</table>
| **Introduction** to Measures of central tendency, measures of Dispersion.  
**Correlation and Regression Analysis:** Simple, partial and multiple correlation coefficients; simple and multiple regressions (three variables only). |

<table>
<thead>
<tr>
<th>SECTION-B</th>
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| **Elementary probability theory:** Additive and Multiplicative laws of probability.  
Practicals through SPSS/MS Excel. |

<table>
<thead>
<tr>
<th>SECTION-C</th>
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| **Hypotheses:** Null and Alternative Hypotheses, Type I and Type II errors; Hypothesis testing — Parametric tests: T- Test, F- Test (ANOVA one way and two-way); Non-Parametric tests: Chi Square test.  
Practicals through SPSS/MS Excel |

<table>
<thead>
<tr>
<th>SECTION-D</th>
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</table>
| **Linear programming:** definition, characteristics, formulation of LPP; solution by graphic and Simplex method.  
**Transportation problems.**  
Practicals through SPSS/MS Excel |
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Reference Books:

7. Vohra, N. D., Quantitative Techniques in Management.
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MHL-103: ACCOUNTING FOR MANAGERS  
Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

**Introduction to Accounting:** Accounting as an information system, Users of accounting information; Basic accounting concepts and conventions. Accounting Cycle. Role of Accountant in Profession and Industry.  
**Understanding Corporate Financial Statements:** Types, Nature, Attributes, Uses and Limitations. Corporate Reporting and Disclosure Requirements.

SECTION-B

**Tools of Financial Statement Analysis:** Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.  

SECTION-C

**Budgets and Budgetary Control:** Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget.  
**Introduction to Standard Costing and Variance Analysis:** Standard Costing as a Control Technique; Variance Analysis – Meaning and Importance, Kinds of Variances and Their Uses-Material, Labour Variances;

SECTION-D

**Marginal Costing and Break-Even Analysis:** Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing Versus Direct Costing; CostVolume-Profit Analysis; Break-Even Analysis; Assumptions and Practical Applications of Break-Even- Analysis; **Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Reference Books:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-104: MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION-A</th>
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<tr>
<th>SECTION-B</th>
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## Section-C

**Understanding Individual Behavior:** Focus and Goals of Organization Behavior. Attitudes and Job Performance, Cognitive dissonance.

**Communication:** Functions, Methods and Barriers to Communication. Formal Versus Informal communication

**Motivation:** Concept and early theories of Motivation: Maslow’s Hierarchy of Needs Theory, McGregor’s Theory X and theory Y, Herzberg’s Two-Factor Theory, McClelland’s Three-Needs Theory, Contemporary Theories of Motivation; Goal Setting Theory, Reinforcement Theory, Job Design Theory, Equity Theory, Vroom’s Expectancy Theory Integrating Contemporary Theories of Motivation. Contemporary Issues in Motivation; Cross Cultural Challenges, Dynamics and motivation Group workers, Designing Appropriate Reward Programs.

## Section-D


## Reference Books:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MHL-105: HEALTH CARE ENVIRONMENT AND MANAGEMENT  

Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage  

Instructions for the Paper Setters:  
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.  

SECTION-A  
Introduction – Theoretical framework - Environment - Internal and External  
Environmental Scanning  
Economic Environment – Competitive Environment – Natural Environment  
A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional  

SECTION-B  
Setting - Out Patient services – Medical Services – Surgical Services – Operating department –  
Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services –  
Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services –  
Neurosurgery service – Neurology service  

SECTION-C  
Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural  
Medical care – urban medical care – curative care – Preventive care  
General & special Hospitals  
Understanding the Hospital Management – Role of Medical, Nursing Staff,  
Paramedical and Supporting Staff  
Health Policy - Population Policy - Drug Policy – Medical Education Policy  

SECTION –D  
Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical  
Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery  
System  

Reference Books:  
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-106: HUMAN BIOLOGY & MEDICAL TERMINOLOGY

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

**Human Anatomy and Physiology**: Basic functions and importance of following system in Human body: Digestive System, Respiratory system, Circulatory system, Special Senses

SECTION-B

Central Nervous system, Musculoskeletal system, Reproductive system, Excretory system, Endocrine Glands.

SECTION-C

**Medical Terminology**: Reasons for using medical terms-Glossary of medical terms: medical specialties.
**Illness**: Defining illness: Direct and indirect causes, Classification and description of diseases: lifestyle diseases, infectious diseases.

SECTION-D

**Communicable and non communicable diseases**, genetic diseases
**Infection Control**: Medical asepsis, Nosocomial infection, Reservoir, carrier and mode of transmission.

Reference Books:
1. BM Sakharkar, Principles of Hospital Administration and planning–Jaypee brothers Publications
3. Stedman’s Medical Dictionary
5. Roger Webber, Communicable Disease Epidemiology and Control: A Global perspective
7. Gary Lee & Penny Bishop, Microbiology and Infection Control for Health Professionals, Pearson Publications.
8. Francis CM, Mario C De Souza, Hospital administration, Jaypee brothers, Medical Publishers(P) Ltd
### Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

### SECTION-A

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<tbody>
<tr>
<td>Overview of Study Approaches:</td>
<td>Types of Study Approaches, Primary, Secondary, Tertiary Studies, Correlation Studies, Cross Sectional Surveys, Case control Studies, Cohort Studies, Experiment Studies.</td>
</tr>
<tr>
<td>Exploratory Research Designs:</td>
<td>Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.</td>
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<tr>
<td>Descriptive Research Designs:</td>
<td>Survey and Observation Methods.</td>
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### SECTION-B

| Experimental Research Designs: | Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs Primary Studies: Measurement Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors. |
| Scaling Designs: | Comparative and Non- Comparative Scaling Techniques. |
| Questionnaire and Questionnaire Design Process |

### SECTION-C

| Non-Probability Sampling Methods- | Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling, Sampling and Non-Sampling Errors |
| Tabulation and Cross Tabulation of Data |

### SECTION-D

| Non Parametric tests: | Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskul-Wallis Test, Kolmogorov-Smirnov Test |
| Multiple Regression, Practical through SPSS |
Reference Books:
MHL-202: FINANCIAL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A


SECTION-B

Cost of Capital: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted).
Instruments of finance: Long Term and Short Term.

SECTION-C

Operating and Financial Leverage: Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis

SECTION-D

Management of Cash: Strategies, Baumol’s, Miller-Orr’s and Beranek’s Models of Cash Management.
Management of Receivables: Credit Policy, Credit Terms and Collection Efforts.

Reference Books:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MHL-203: MARKETING MANAGEMENT  
Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
</table>
• Market analysis: understanding marketing environment, consumer and organization buyer behavior, market measurement and marketing research, market segmentation, targeting and positioning. Concept of customer retention and relationship marketing. |

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
</table>
• Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies |

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
</table>
| • Distribution Decisions: Role of Intermediaries, Channel Levels, Types and Nature of Intermediaries, Factors Influencing Distributing Decisions, Channel Conflict, E-Commerce Marketing Practices, Types and Functions of Wholesalers And Retailers.  
• Marketing Communications: The Marketing Communication Process, The Promotion Mix, Factors Guiding The Selection Of Promotion Mix, Advertising And Its Objectives, Developing The Advertising Campaign; Sales Promotion And Its Objectives, Tools Of Sales Promotion, Public Relations And Major Tools; Events And Experiences. Personal Selling: Nature And Process, Direct Marketing |
## SECTION D

- Marketing Organization and Control: Organization for Marketing, Marketing Implementation and Control,
- Ethics In Marketing
- Emerging Trends and Issues in Marketing: Rural Marketing, Societal Marketing, Direct and Online Marketing, Green Marketing, Retail Marketing.

### Reference Books:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-204: HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Strategic Planning and HRM (SHRM):** Meaning, Features, Differences between SHRM and HRM.

SECTION B

- **Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.
- **Recruitment and Selection:** Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques.

SECTION C

- **Employee Separation and Retention:** Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.
- **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.
- **Job Evaluation:** Meaning, Process and Methods of Job Evaluation.

SECTION D

- **Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.
- **Incentives:** Concept, Importance and Process of Incentives.
- **Fringe Benefits:** Meaning, Forms and Administration of Benefits.
- **Managing Diversity:** Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.
Reference Books:

3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M.,
   “Human Resource Management: Gaining a Competitive Advantage,” New Delhi,
   McGraw-Hill.
   New Delhi, Thomson.
5. Gomez, Meja, Balkin, Cardy, “Managing Human Resources,” New Delhi,
   Pearson Education.
   Tata McGraw – Hill.
7. Snell, Scott, and Bohlander, George, “Human Resource Management,” New Delhi,
   Cengage Learning.
## MBA (HOSPITAL ADMINISTRATION) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

### MHL-205: HOSPITAL OPERATIONS MANAGEMENT

<table>
<thead>
<tr>
<th>Credits</th>
<th>4-0-0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Marks</td>
<td>100</td>
</tr>
<tr>
<td>Mid Semester Marks</td>
<td>20</td>
</tr>
<tr>
<td>End Semester Marks</td>
<td>80</td>
</tr>
</tbody>
</table>

**Mid Semester Examination:** 20% weightage  
**End Semester Examination:** 80% weightage

### Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

### SECTION-A

**Front Office - Admission** – **Billing** – **Medical Records** – **Ambulatory Care**- **Death in Hospital** – **Brought-in Dead** - **Maintenance and Repairs** Bio Medical Equipment  
**Clinical Services** - **Clinical Departments** – **Out patient department (OPD)** – **Introduction** – **Location** – **Types of patients in OPD** – **Facilities** – **Flow pattern of patients** – **Training and Coordination**;

### SECTION-B

**Radiology** – **Location** – **Layout** – **X-Ray rooms** – **Types of X-Ray machines** – **Staff** - USG – CT – MRI – ECG.  
**Supporting Services** – **House Keeping** – **Linen and Laundry** - **Food Services** - **Central Sterile Supply Department (CSSD)**  
**Facility Location and Layout:** importance of location, factors, general steps in location selection - Types of lay outs – product, process, service facility layout-

### SECTION-C

**Work standards:** techniques of work measurement-Work sampling, calibration of hospital equipments. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital  
**Supply chain management:** Introduction to Supply Chain – Concept – Need and Evolution. Approaches, phases and processes of supply chain drivers and obstacles. SC strategies – strategic fit and scope. Planning Demand and Supply in SCM – Demand forecasting, aggregate planning, managing predictable variability

### SECTION-D

**Customer Service and Integration of Technology in SCM (IT & E business)**  
**Inventory planning and managing inventory in SCM:** Factors affecting inventory approaches and methods to manage inventory Sourcing and Logistics – Purchasing & Sourcing Decisions in Supply Chain Management – Transportation, Logistics, Warehousing, Containerization and packaging.  
Reference Books:
1. Madhuri Sharma, Essentials For Hospital Support Services And Physical infrastructure,
2. Sakharkar BM, Principles Of Hospitals Administration And Planning,  
   *Jaypee*
3. Francis CM, Mario C de Souza, Hospital Administration, *New Delhi, 2000*
4. Prabhu KM, Sood SK, Hospital Laboratory Services Organization And   
5. Management, *Journal of Academy of Hospital Administration, 2( @ )*
6. Sunil Chopra and Peter M, SCM-Strategy, Planning & Operation, PHI
7. Rahul V Attekar, SCM – Concepts & Cases , PHI
10. Agarwal DK, Logistics & SCM, *Macmillan India*
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHS-206: SEMINAR

Credits 2-0-0
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-301: INTRODUCTION TO EPIDEMIOLOGY
Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION-A</th>
</tr>
</thead>
</table>
| **Introduction:** definition, dimensions of health and wellbeing.  
  Concept of health, disease and wellbeing.  
  **Determinants of health:** biological, environment, behavioral and socio-cultural conditions, health services, aging of the population, gender indifference.  
  **Health indicators:** characteristics of indicator, classification of health indicators. |

<table>
<thead>
<tr>
<th>SECTION-B</th>
</tr>
</thead>
</table>
| **Natural history of disease:** prepathogenesis phase and pathogenesis phase.  
  **Concepts of control and prevention of diseases:** levels of prevention, modes of intervention.  
  Changing pattern of diseases  
  Disease classification and international health (WHO) |

<table>
<thead>
<tr>
<th>SECTION-C</th>
</tr>
</thead>
</table>
| **Epidemiology:** definition, concepts, terms, aims, and uses.  
  **Principles of epidemiology:** components, measurement in epidemiology, tools of measurement-rates, ratios and proportion.  
  **Epidemiological methods:** observational studies and experimental studies.  
  **Epidemiology of communicable diseases:** chicken pox, measles, diphtheria, TB, polio & HIV/AIDS.  
  **Epidemiology of Non communicable diseases:** CHD, Cancer, Diabetes & Obesity. |

<table>
<thead>
<tr>
<th>SECTION-D</th>
</tr>
</thead>
</table>
| **Dynamics of disease transmission:** modes of transmission, susceptible host, host defence.  
  - Immunization  
  - Disease monitoring  
  **Disease prevention and control:** controlling the reservoir, interruption of transmission, susceptible host.  
  Surveillance, outbreak control |

References:
- K. Park,” *Textbook of Preventive & Social Medicine*”
- Mahajan, V. K. , “*Textbook of community medicine*”
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-302: QUALITY MANAGEMENT IN HEALTH CARE
Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
Introduction: definition, objectives; concepts and determinants of quality management.
Quality assurance
TQM: Definition, underlying concepts, implementation and measurement of TQM, TQM implementation, training and education, role of communication in implementing TQM
- Quality Circles -Quality improvement

SECTION-B
Approaches to Quality Management Quality planning, quality improvement methods,

SECTION-C
Quality audits, Nursing care standards.
Patient satisfaction survey
Hospital committees- roles, composition, frequency of meetings, follow up actions.
Standard operating procedures

SECTION-D
Introduction to ISO2000, ISO 14000, and ISO 18000
Accreditation -with special emphasis on NABH Accreditation

References:
- Dennis, Lock.,”Handbook of Quality Management”, 1992
# MHL-303: HOSPITAL SERVICES MARKETING

**Credits**: 4-0-0  
**Total Marks**: 100  
**Mid Semester Marks**: 20  
**End Semester Marks**: 80  
**Mid Semester Examination**: 20% weightage  
**End Semester Examination**: 80% weightage

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing in Services Economy</strong>: conceptual framework of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services- a process perspective, the traditional marketing mix applied to the services, the extended services marketing mix of managing the customer interface, marketing &amp; its integration with other management functions, developing effective service marketing.</td>
</tr>
<tr>
<td><strong>Consumer Behavior in a Service Context</strong>: three stage model of service consumption, repurchase stage, service encounter stage, post counter stage.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positioning Services in Competitive Markets</strong>: need for positioning services effectively, achieving competitive advantage, marketing segmentation, forms the basis for focused strategies, service attributes and levels, positioning distinguishes a brand from its competitors, developing an effective positioning strategy, positioning maps for plotting competitive strategy, changing competitive positioning.</td>
</tr>
<tr>
<td><strong>Designing and Management Service Processes</strong>: flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies.</td>
</tr>
<tr>
<td><strong>Crafting the Service Environment</strong>: purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment.</td>
</tr>
</tbody>
</table>
SECTION C

### Managing People for Service Advantage:
Service employees are crucially important, frontline work is difficult and stressful, cycle of failure, mediocrity, and success, human resource management—how to get it right, service leadership and culture.

### Managing Relationships and Building Loyalty:
Concept of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategy for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management.

SECTION D

### Complaint Handling and Service Recovery:
Customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.

### Improving Service Quality and Productivity:
Integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, measuring and improving service quality of different services (retailing services, banking services and online services), learning from customer feedback, hard measure of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity.

Suggested Readings:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-304: LEGISLATION FOR HEALTH AND HOSPITALS  
Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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<table>
<thead>
<tr>
<th>SECTION-A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction &amp; Legal Procedures:</strong> Court, Affidavit, Evidence, Complaint, Investigation, Offence, Warrant, Summons, Medico Legal Aspects of Emergency Services Rights &amp; Responsibilities of Medical Person and patient. • Nursing Home-Registration Act • Birth-Death Registration Act.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION-B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Labour Laws Applicable to a Hospital:</strong> • Indian Trade Union Act 1926 • The Workmen’s Compensations Act. • The Industrial dispute Act • Payment of Wages Act. ESI Act • Employee Provident Fund Act</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION-C</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>SECTION-D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preventive Steps for Doctors/Hospitals to Avoid Litigation.</strong> • Consent Form • Life Support • Dying Declaration • Death Certificate • High Risk • Post Mortem <strong>Illustrative Cases of Medical Negligence in India.</strong> • Surgery • OBST/GYNAEC • Medicine • Paediatrics • Anaesthesia Legal Requirements of Licenses/Certificates for a Hospital.</td>
</tr>
</tbody>
</table>
References:

- C.K. Parikh “Parikh’s Text Book of Medical Jurisprudence & Toxicology”. CBS Publications.
- Singh Jagdish,”Medical Negligence & Compensation” Bharat Law, Jaipur.
- Kaushal Anoop K. “Medical Negligence & Legal Remedies” Universal Publications.
- Medical Termination of Pregnancy Act.
- Organ Transplant Act.
- Indian Trade Union Act 1926.
- Industrial Dispute Act 1946.
- Pandit M.S & Pandit Shobha, ”Medico-legal Aid to Hospitals & Doctors, with Consumer Protection Law” Pandit Publications.
- Bapat Seema, “Opening the Domains of
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-305: PATIENT BEHAVIOUR AND CARE MANAGEMENT, AND HEALTH INSURANCE

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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SECTION-A


SECTION-B

Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols

Hospital Administration: Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants’ management.

SECTION-C

Legal Responsibilities: Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, insurance.

General policies and procedures of the hospitals for patients and personnel.
Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and training.
SECTION-D

HEALTH INSURANCE

Introduction – Insurance Terminology, Health Policy vis-à-vis Health Insurance Policies - Administration of Patient Related Schemes Medical Insurance (Cashless Benefit), CGHS, ECHS, ESI, TPAs, Governing Mechanisms including IRDA.

Health Insurance Taxation – Four General Insurance Companies - Standardization and grading of Hospital Services – Role of Vigilance and Real-time information about the services.


References:

• S.G. Kabra, Medical Audit
• Environment Management Systems, ISO 14000 Documents.
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-401: STRATEGIC MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A


SECTION B

Industry analysis - Porter’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. Strategic Group mapping, Power Curves

Internal Environment Analysis – SWOT Analysis, Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency.

SECTION C


Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.

SECTION D


Suggested Readings:


6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-402: ENTREPRENEURSHIP & CONSULTANCY IN HEALTH CARE

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION-A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Concept of Entrepreneurship:</strong> Nature &amp; functions of Entrepreneurs, types of Entrepreneurs, developing creativity &amp; understanding innovation, Ethics &amp; Social responsibility of an enterprise.</td>
</tr>
<tr>
<td><strong>Entrepreneurial decision process:</strong> Idea generation, Environmental Scanning opportunities in Healthcare, Research &amp; Development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION-B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intellectual Property Rights:</strong> Licensing, Trade secrets, Copyrights, Patents, Trademarks.</td>
</tr>
<tr>
<td><strong>Creating &amp; Starting the Venture:</strong> The Business Plan; the Organizational plan, Marketing Plan, Financial plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION-C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sources of Capital:</strong> Financing the new venture using Internal or External funds, Concept of Venture Capital.</td>
</tr>
<tr>
<td><strong>Ending the Venture:</strong> Reorganization, Surviving Bankruptcy, Exit Strategy, Succession of Business, Employee Stock option plan.</td>
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<tr>
<th>SECTION-D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Healthcare Consulting:</strong> Entry Phase, Presenting the Proposal, Data Collection &amp; diagnosis, Involve the client, Role of Consultant &amp; Skills required.</td>
</tr>
<tr>
<td><strong>Finance &amp; control Issues:</strong> Structure &amp; culture, giving Presentations.</td>
</tr>
</tbody>
</table>
References:

- Mahoney, O. Joe: “Management Consultancy”, 2013, Oxford University Press India.
MBA (HOSPITAL ADMINISTRATION) (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL-403: HOSPITAL INFORMATION SYSTEM

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION-A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information System</strong></td>
</tr>
<tr>
<td>Overview, structure of MIS specific to hospital; information and data; information for control, decision, statutory needs, feedback; hierarchy of management activity; decision making process; document preparation, data capture.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION-B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Approaches to HIS</strong></td>
</tr>
<tr>
<td>Patient based, functional organization based, user department based, clinician based HIS, Medical records, nursing information system; appointments scheduling, dissemination of tests and diagnostic information, general administration, productivity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION-C</th>
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</thead>
<tbody>
<tr>
<td><strong>Decision Support System</strong></td>
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<tr>
<th>SECTION-D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information Technology</strong></td>
</tr>
<tr>
<td>Telemedicine, Knowledge management, IT integration</td>
</tr>
</tbody>
</table>

References:

- Mudford,Eric, "Effective systems design and requirements analysis" ,Mc GrawHill,1995
- V. Srinivasan, “Managing a Modern Hospital”, Chapters 10 and II, Response Books, New Delhi, 200C
MHL-404: MATERIAL MANAGEMENT & INVENTORY CONTROL

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Materials Management - Definition, Scope & Functions, Objectives
Materials Planning - Classification of Materials: Consumable and Non consumable - Working out quantities required, forecasting and Budgeting.
Purchase Management: • Objectives - Purchase system: Centralized , Decentralized , Local purchase - Legal aspects of purchasing- Out Sourcing of Services.

SECTION-B

Purchase Procedures: • Selection of Suppliers • Tendering procedures • Analyzing bids • Price negotiations • Issue of purchase orders • Rate Contracts • Follow up action
Receipt of Materials • Inspection of materials • Preparation of defect/Discrepancy Report • Disposal of rejected items • Stocking of accepted items • Accounting of materials.

SECTION-C

Store Management: • Organization & layout • Functions of Store Manager • Materials handling, Flow of goods • Computerization of inventory transactions • Security of stores • Disposal of scrap/unserviceable materials • Sub-stores in various departments • Physical stock taking.
Medical Stores: • Functions • Storage condition/Monitoring, Expiry Dates & Action • Cold Chain • Role of drug Review Committee, Hospital formulary.

SECTION-D

Inventory Control: • Aims & objectives • Scope of Inventory Control • Lead-time, Buffer stock, Reorder level, Two Bin System.
Tools & Techniques of Inventory Control: • Classification of Inventory • Techniques of Inventory Control 1. ABC 2. VED 3. Others.

References:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL- 405: PUBLIC HEALTH SYSTEM AND OUTREACH PROGRAMMES

**Credits 4-0-0**  
**Total Marks: 100**  
**Mid Semester Marks: 20**  
**End Semester Marks: 80**  
**Mid Semester Examination: 20% weightage**  
**End Semester Examination: 80% weightage**

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION-A</th>
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</table>
| **Public and Private Health Care Services in India**  
Evolution of public health systems in India (ancient, colonial & post independence)  
**Health Planning in India:** Committees, Planning commission, Five year plans, National Health Policies. |

<table>
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<tr>
<th>SECTION-B</th>
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| **Public health systems in India:** Centre, State, District & Village level, Rural development, Corporate philosophy  
**Evolution and organization of private health systems in India** and Current trends in private health care in India.  
**Indigenous system of medicine in India.**  
**Community participation in health care delivery system** |

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<th>SECTION-C</th>
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| **Global Health Service Systems**  
Introduction to the global health scenario, effect of globalization on health care,  
**Health System Models:** Full State provision and funding model, NHS Model, Social health insurance model, Minimal State intervention model. |

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<th>SECTION-D</th>
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</table>
| **Population Health**  
Introduction to population studies, Issues of Indian society & culture, Reproductive health, Population and Development (policies, programs & evaluation.  
**Contemporary Issues in Health Services Management**  
Medical technology, Health care work force, Learning management, Intersectoral collaboration, Risk Management, Equity in health care and Innovating for the future. |
References:

MBA (HOSPITAL ADMINISTRATION) (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MHL- 406: HOSPITAL ARCHITECTURE PLANNING & MAINTENANCE

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

**Hospital as a system**: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.


SECTION B

**Types of lay outs** – product, process, service facility layout

**Engineering Service Department** - Functional aspects, engineering specialties, structure of department, staffing pattern, control and responsibilities.

SECTION C


**Facilities planning**: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

SECTION D

**Hospital design**: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment –


References:
G.D.Kunders, Designing for Total Quality In Health Care
Gupta S.K; Sunil Kant Chandra Shekhar; R Satpathy, Modern Trends in Planning And Designing of Hospitals
Syed Amin Tabish, Hospital And Nursing Homes Planning, Organization And Management
G.D.Kunders, Hospital Facilities Planning And Management