

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

Semester-I

Course No	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	Mid Sem. Marks	Total Marks
Core Courses									
MHL-101	C	Healthcare Economics	4	-	--	4	20	80	100
MHL-102	C	Quantitative Methods for Management	4	-	--	4	20	80	100
MHL-103	C	Accounting for Managers	4	-	--	4	20	80	100
MHL-104	C	Management Principles and Organizational Behaviour	4	-	--	4	20	80	100
MHL-105	C	Healthcare Environment and Management	4	-	--	4	20	80	100
MHL-106	C	Human Biology and Medical Terminology	4	-	--	4	20	80	100
TOTAL CREDITS			24	-	--	24			

Semester-II

Course No	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core Courses									
MHL-201	C	Healthcare Research Methods	4	--	--	4	20	80	100
MHL-202	C	Financial Management	4	--	--	4	20	80	100
MHL-203	C	Marketing Management	4	--	--	4	20	80	100
MHL-204	C	Human Resource Management	4	--	--	4	20	80	100
MHL-205	C	Hospital Operations Management	4	--	--	4	20	80	100
MHS-206	C	Seminar	2	--	--	2	20	80	100
Interdisciplinary Courses (3 Credits)									
	I	To be offered from the outside Department	3	--	--	3	20	80	100
TOTAL CREDITS			25	--	--	25			

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

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

**MBA (HOSPITAL ADMINISTRATION) (SEMESTER SYSTEM)
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SEMESTER III

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

Courses No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core Courses									
MHL-301	C	Introduction to Epidemiology	4	--	--	4	20	80	100
MHL-302	C	Quality management in health care	4	--	--	4	20	80	100
MHL-303	C	Hospital Services Marketing	4	--	--	4	20	80	100
MHL-304	C	Legislation for Health and Hospitals	4	--	--	4	20	80	100
MHL-305	C	Patient behavior & care management AND Health Insurance	4	--	--	4	20	80	100
MHS-306	C	Seminar	--	--	2	2	20	80	100
Interdisciplinary Courses (3 credits)									
	I	To be offered from the outside department	3	--	--	3	20	80	100
TOTAL CREDITS			23	--	2	25			

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Semester-IV

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core courses									
MHL-401	C	Strategic Management	4	--	--	4	20	80	100
MHL-402	C	Entrepreneurship & Consultancy In Health Care	4	--	--	4	20	80	100
MHL-403	C	Hospital Information System	4	--	--	4	20	80	100
MHL-404	C	Material management & inventory control	4	--	--	4	20	80	100
MHL-405	C	Public health system and outreach programmes	4	--	--	4	20	80	100
MHL-406	C	Hospital Architecture Planning & Maintenance	4	--	--	4	20	80	100
Interdisciplinary Courses (3 Credits)									
	I	To be offered from the outside department	3	--	--	3	20	80	100
TOTAL CREDITS			27	--	--	27			

**MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
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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
<p>Healthcare Economics: Meaning, Nature, Scope and Concepts 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. Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.</p>
SECTION-B
<p>Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.</p>
SECTION-C
<p>Health Determinants: Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health – Externalities in Health care – Economic Evaluation in Healthcare. 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</p>
SECTION-D
<p>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. Trends in Healthcare – Changing demography – Medical Technology and Escalating Health costs – Public - Private Partnership -effects of Globalization.</p>

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

Reference Books:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta,P.L,ManagerialEconomics–Analysis, Problems and Cases,Sultan Chand & Sons, Delhi.
4. V.Raman Kutty: A Primer of Health Systems Economics, Allies Publication Ltd.New Delhi.
5. George palmer, Tessa ho , Health Economics: A Critical and Global Analysis Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.
9. Peter Zweible & Friedrich Breyer,Health Economics, Oxford university Press
10. Stephen Morris, Nancy Devlin, David Parkin, Economic Analysis in Health Care, John Wiley & Sons Ltd.

**MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
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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.

SECTION-A
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).
SECTION-B
Elementary probability theory: Additive and Multiplicative laws of probability. Concepts of Probability Distributions: Binomial, Poisson and Normal distributions. Practicals through SPSS/MS Excel.
SECTION-C
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
SECTION-D
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)
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Reference Books:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994. Vohra, N. D., Quantitative Techniques in Management.

**MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
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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
<p>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.</p> <p>Understanding Corporate Financial Statements: Types, Nature, Attributes, Uses and Limitations. Corporate Reporting and Disclosure Requirements.</p>
SECTION-B
<p>Tools of Financial Statement Analysis: Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.</p> <p>Cost Accounting: Definition and Objectives. Cost Management Concepts and Cost Behavior. Preparation of Cost Sheet.</p>
SECTION-C
<p>Budgets and Budgetary Control: Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget</p> <p>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;</p>
SECTION-D
<p>Marginal Costing and Break-Even Analysis: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing Versus Direct Costing; Cost Volume-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.</p>

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

Reference Books:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. and Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.

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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.

SECTION-A
<p>Management: Functions, Roles and Skills, Manager's job and Universality of Management, Historical background of Management: Classical Approach; Scientific Management, General Administrative Theory. Quantitative Approach; Total Quality Management, Quantitative Approach, Behavioral Approach; Early Advocates of Organizational Behavior, The Behavioral Approach, The Contemporary Approach and the Hawthorne Studies.</p> <p>Decision Making: Process: Types of Decisions and Decision Making Conditions, Decision Making Styles, Decision Making and Planning.</p>
SECTION-B
<p>Planning and Performance: Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, MBO concepts and steps in MBO, Criticism of Planning, Effective Planning in Dynamic Environments, Planning Premises.</p> <p>Designing Organizational Structure: Work Specializations, Departmentalization. Chain of Command, Span of Control, Centralization and Decentralization. Relationship between Authority, Responsibility and Accountability, Power, Delegation of Authority. Formalization, Mechanistic and Organic Structure; Two models of Organizational design, Contingency Factors. Common Organizational Designs; Traditional Organizational, Contemporary Organizational Designs, Today's Organizational Designs Challenges.</p>

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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

Leadership: Concept: Early Theories of Leadership; Trait Theory, Behavioral Theories: Michigan Studies, Ohio State University Studies, Managerial Grid Theory. Contingency Theories of Leadership; Fiedler's Model, Harsey Blanchard's Situational Theory, Path Goal Theory. Contemporary Views of Leadership; Transactional and Transformational Leadership. Leadership Issues in the 21st Century; Managing Power, Developing Trust, Empowering Employees, Leading Across Cultures, Understanding Gender Differences and Leadership. An Effective Leader. Controlling: Concept, Controlling Process and Controlling For Organizational Performance. Controlling and Planning, Tools for Measuring Organizational Performance; Feedforward, Concurrent and Feedback Control, Financial Controls. The Balanced Score Card Approach, Quality Control Charts, Benchmarking of Best Practices. Contemporary Issues in Controlling; Adjusting Control for Cross Cultural Differences, Workplace Concerns.

Reference Books:

1. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, The New Era of Management, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, Management and Organizational Behaviour, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, Managemnt, New Delhi, Pearsons , 2011
5. Sekaran, Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
6. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour, New Delhi, Tata McGraw Hill, 2007.
7. Paul Hersey, Kenneth H Blanchard, Devwey E Johnson, Management of Organizational Behaviour: Leading Human Resources, New Delhi, Pearson Education, 2002. Philip Sadler, Leadership, New Delhi, Kogan Page, 2004.

**MBA (HOSPITAL ADMINISTRATION) (SEMESTER-I)
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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
<p>Introduction – Theoretical frame work - Environment - Internal and External Environmental Scanning Economic Environment – Competitive Environment – Natural Environment Politico Legal Environment – Socio Cultural Environment - International and Technological Environment. A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional</p>
SECTION-B
<p>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</p>
SECTION-C
<p>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</p>
SECTION -D
<p>Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery System</p>

Reference Books:

1. Seth, M.L. Macroeconomics, *Lakshminarayana Agrawal, Edu, Pub. Agra. 1996*
2. Peter, Z & Fredrick, B. Health Economics, *Oxford Pub., New York, 1997*
3. Shanmugansundaram, Y., Health Economics, *Oxford Pub. New York 1997*

**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
2. Padma B Sanghani, Human Anatomy and Physiology and Health Education, McGraw Hill Publications
3. Stedman's Medical Dictionary
4. Kenneth S Saladin , Human Anatomy, McGraw Hill
5. Roger Webber, Communicable Disease Epidemiology and Control: A Global perspective
6. Prasanna Samuelson, Solomon Christopher , B Antonisamy, Bostatistics: Principles and Practices, McGraw Hill
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
9. Park JE, Park K., and Textbook of preventive and social medicine, 20th edition, Banarsidas Bhanot Publishers

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

MHL-201: HEALTH CARE RESEARCH METHODS

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

Research Methodology: Introduction, Types of Health Research, Goals of Health Research, Research Process.

Overview of Study Approaches: Types of Study Approaches, Primary, Secondary, Tertiary Studies, Correlation Studies, Cross Sectional Surveys, Case control Studies, Cohort Studies, Experiment Studies.

Research Designs: Exploratory, Descriptive and Experimental Research Designs.

Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.

Descriptive Research Designs: Survey and Observation Methods..

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

Sampling Design: Steps in Sampling Design, **Probability Sampling Methods-** Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.

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, Kruskal-Wallis Test, Kolmogorov-Smirnov Test

Multiple Regression, Practical through SPSS

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Reference Books:

1. Cooper, D. R. and Schindler, P.S., “Business Research Methods”, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, “Business Research Methods” Oxford University Press, New Delhi.
4. Bajpai, Naval, “Business Research Methods”, Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, “Research Methodology: Concepts and Cases”, Vikas Publication House, Noida
6. Jacobsen, Kathryn H, “Introduction to Health Research Methods”, Jones & Bartlett Learning

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

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
<p>Financial Management: Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning-Theories of Capitalization.</p> <p>Capital Structure Theories: Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage.</p>
SECTION-B
<p>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).</p> <p>Instruments of finance: Long Term and Short Term.</p> <p>Capital Budgeting: Nature of Investment Decisions; Investment Evaluation Criteria-Non-Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practicals Through Excel).</p>
SECTION-C
<p>Dividend Policies: Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends.</p> <p>Operating and Financial Leverage: Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis</p>
SECTION-D
<p>Management of Working Capital: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.</p> <p>Management of Cash: Strategies, Baumol's, Miller-Orr's and Beranek's Models of Cash Management.</p> <p>Management of Receivables: Credit Policy, Credit Terms and Collection Efforts.</p>

Reference Books:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques. Prentice Hall, New Delhi.

**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.

SECTION A
<ul style="list-style-type: none"> • Introduction to Marketing: Meaning, Nature and Scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Management Process, Marketing Mix. • 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.
SECTION B
<ul style="list-style-type: none"> • Product Planning And Pricing: Key Concepts , Product Classification, Major Product Decisions, Product Life Cycle, New Product Development Process, Branding Decisions And Positioning, Packaging Decisions. • Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies
SECTION C
<ul style="list-style-type: none"> • 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

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SECTION D

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| <ul style="list-style-type: none">• 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:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.

**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
<ul style="list-style-type: none"> • Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM. • Strategic Planning and HRM (SHRM): Meaning, Features, Differences between SHRM and HRM. • Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.
SECTION B
<ul style="list-style-type: none"> • 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. Meaning and Process of Selection, Problems associated with Recruitment and Selection. • HR Training and Development: Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.
SECTION C
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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.

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

Reference Books:

1. Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2. Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M.,
"Human Resource Management: Gaining a Competitive Advantage," New Delhi,
McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H., "Human Resource Management,"
New Delhi, Thomson.
5. Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi,
Pearson Education.
6. Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi,
Tata McGraw – Hill.
7. Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi,
Cengage Learning.
8. Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

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

MHL-205: HOSPITAL OPERATIONS 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
<p>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;</p>
SECTION-B
<p>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-</p>
SECTION-C
<p>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</p>
SECTION-D
<p>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. Designing SC Network – Distribution network-Performance management and control. Benchmarking, Gap Analysis and Balance Score Card for Supply chain management.</p>

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

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
8. Mohanty RP, & Deshmukh SG, Essentials of SCM, Jaico
9. Mentzer, John T., Fundamentals of SCM-Twelve Drivers of Competitive Advantage, Sage
10. Agarwal DK, Logistics & SCM, Macmillan India
11. Rahul V. Altekar, Supply Chain Management, Prentice-Hall of India Private Limited, New Delhi, 2005. Monczka, rent & Handfield, Purchasing and Supply Chain Mangement, Thomson – South Western, 2nd Edition.
12. Donald J. Bowersox & David J. Closs, Logistical Management (The Integrated Supply Chain Process), Tata McGraw – Hill Publishing Company Limited, New Delhi, 2000.
13. Burt, Dobler & Starling, World Class Supply Management, Tata McGraw – Hill Publishing Company Limited, New Delhi, 7th Edition.

**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.

SECTION-A
<p>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.</p>
SECTION-B
<p>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)</p>
SECTION-C
<p>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.</p>
SECTION-D
<p>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</p>

References:

- K. Park," *Textbook of Preventive & Social Medicine*"
- Mahajan,V. K. , "Textbook of community medicine"
- Beaglehole R & Bonita R. 1997." *Public Health at the Crossroads: Achievements and Prospects*", Cambridge University Press: United Kingdom
- White K. 2006." *The Sage Dictionary of Health and Society*" Sage Publications: New Delhi
- Kumar R. 1998" *Medicine and the Raj: British Medical Policy in India* " (1835-1911). Sage Publications: New Delhi

**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
<p>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</p>
SECTION-B
<p>Quality Management Processes: Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality. Approaches to Quality Management Quality planning, quality improvement methods,</p>
SECTION-C
<p>Quality audits, Nursing care standards. Patient satisfaction survey Hospital committees- roles, composition, frequency of meetings, follow up actions. Standard operating procedures</p>
SECTION-D
<p>Introduction to ISO2000, ISO 14000, and ISO 18000 Documentation of quality systems: quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Accreditation -with special emphasis on NABH Accreditation</p>

References:

- Bester field H.Dale, "*Total Quality Management*", Pearson New Delhi, 2005.
- Sridhar Bhat, "*Total Quality Management, Himalaya*" House publications, Mumbai, 2002
- Sundara Raju, S.M., "*Total Quality Management: A Primer*", Tata McGraw Hill, 1995.
- Srinivasan, N.S. and V. Narayana, "*Managing Quality- concepts and Tasks*", New Age International, 1996.
- Kume, H., "*Management of Quality*", Productivity Press, 1996
- Dennis, Lock., "*Handbook of Quality Management*", 1992
- Hammer, M. and Spect. "*Business Process Reengineering*", 1995 .ISQUA Journal

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

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.

SECTION A

Marketing in Services Economy: 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 & its integration with other management functions, developing effective service marketing.

Consumer Behavior in a Service Context: three stage model of service consumption, repurchase stage, service encounter stage, post counter stage.

SECTION B

Positioning Services in Competitive Markets: 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.

Designing and Management Service Processes: flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies.

Crafting the Service Environment: purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment.

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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:

1. Lovelock, Christopher, Wirtz Jochen, Chatterjee, "Services Marketing: People, Technology, Strategy", Pearson Education, New Delhi.
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, "Services Marketing", Tata McGraw Hill, New Delhi.
3. Payne, Adrian, "The Essence of Services Marketing", Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, "Services Marketing", Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., "Services Marketing—A Strategic Approach", Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, "Services—Marketing, Operations Management", Oxford University Press, New Delhi.
7. Srinivasan, R., "Services Marketing—The Indian Context", Prentice Hall of India, New Delhi.

**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:

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
<p>Introduction & Legal Procedures: Court, Affidavit, Evidence, Complaint, Investigation, Offence, Warrant, Summons. Medico Legal Aspects of Emergency Services Rights & Responsibilities of Medical Person and patient. • Nursing Home-Registration Act • Birth-Death Registration Act.</p>
SECTION-B
<p>Labour Laws Applicable to a Hospital: • Indian Trade Union Act 1926 • The Workmen's Compensations Act. • The Industrial dispute Act • Payment of Wages Act. ESI Act • Employee Provident Fund Act</p>
SECTION-C
<p>Laws Related to Medical Procedures: • Maternity Benefit Act Medical Termination of Pregnancy Act 1971(MTP Act) • Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act) • Transplantation of human organs Act 1994. Medical Negligence & Compensation. Medical Ethics/Doctor Patient Relationship.</p>
SECTION-D
<p>Preventive Steps for Doctors/Hospitals to Avoid Litigation. • Consent Form • Life Support • Dying Declaration • Death Certificate • High Risk • Post Mortem Illustrative Cases of Medical Negligence in India. • Surgery • OBST/GYNAEC • Medicine • Paediatrics • Anaesthesia Legal Requirements of Licenses/Certificates for a Hospital.</p>

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(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

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.
- Preconception & Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994.
- Organ Transplant Act.
- The Consumer Protection Act 1986.
- 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:

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
<p>Introduction: Patient Rights – Patient Behavior – Models of Patient Behavior – Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making.</p> <p>Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behavior – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria Audit of Patient Behavior.</p>
SECTION-B
<p>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</p> <p>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.</p>
SECTION-C
<p>Legal Responsibilities: Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, insurance.</p> <p>General policies and procedures of the hospitals for patients and personnel. Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and training.</p>

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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.

Health Insurance Providers – Government and Private – Micro-insurance,
The role and responsibilities of provider – insurer-patient and the regulatory agencies.

References:

- Liewellyne Davis and H.M. Macacaulay, “*Hospital Administraton and Planning, JP Brothers*”, New Delhi, 2001.
- S.G. Kabra, Medical Audit
- Arun Kumar (ed),”*Encyclopedia of Hospital Administration and Development*”, Anmol Publications, New Delhi, 2000.
- Srinivasan, A.V. (ed),”*Managing a Modern Hospitals, Response Books*”, New Delhi, 2000.
- Environment Management Systems, ISO 14000 Documents.
- Syed Amin Tabish, “*Hospital and Health Services Administration Principles and Practice*”, Oxford Publishers, New Delhi, 2001.
- Liewellyne Davis and H.M. MacCaulay, “*Hospital Administration and Planning*”, JP Brothers, New Delhi, 2001.
- Gupta P.K, “*Insurance and Risk Management*”, Himalaya Publishing House, 2006.
- My Collection of HI – Material and Books, 2007.
- American Books -Managed Care On History of Health Insurance – Origin – Development & Growth

**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
<p>Understanding Strategic Management: Definition , Dimensions, Benefits, Risks, Strategic Management Process. Levels of Strategy. Benefits of Strategic Management: The Secret of Success of Successful Companies (Mckinsey's 7 S model) Corporate Governance and Social Responsibilities of Business. Stakeholder Approach , Types Of Social Responsibility. External Environment Analysis: Strategically Relevant Components of External Environment. Defining Strategic Intent: Vision, Mission, Goals and Objectives. Characteristics of a Good Mission Statement</p>
SECTION B
<p>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.</p>
SECTION C
<p>Business Level Strategies – Porter's Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies. Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.</p>
SECTION D
<p>Multi Business Strategies: Portfolio Strategies – BCG Model, G E Business Planning Matrix, Product Life Cycle Matrix, Corporate Parenting. Strategy Implementation– Strategy- Structure Fit: Developing and Modifying Organizational Structure. Leadership and Organization Culture. Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.</p>

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(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

Suggested Readings:

1. Pearce III, John A, Robinson, Jr., Richard B and Mittal, A “Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
2. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
3. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
4. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
5. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
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.

SECTION-A
<p>Concept of Entrepreneurship: Nature & functions of Entrepreneurs, types of Entrepreneurs, developing creativity & understanding innovation, Ethics & Social responsibility of an enterprise.</p> <p>Entrepreneurial decision process: Idea generation, Environmental Scanning opportunities in Healthcare, Research & Development.</p>
SECTION-B
<p>Intellectual Property Rights: Licensing, Trade secrets, Copyrights, Patents, Trademarks.</p> <p>Creating & Starting the Venture: The Business Plan; the Organizational plan, Marketing Plan, Financial plan.</p>
SECTION-C
<p>Sources of Capital: Financing the new venture using Internal or External funds, Concept of Venture Capital.</p> <p>Ending the Venture; Reorganization, Surviving Bankruptcy, Exit Strategy, Succession of Business, Employee Stock option plan.</p>
SECTION-D
<p>Healthcare Consulting: Entry Phase, Presenting the Proposal, Data Collection & diagnosis, Involve the client, Role of Consultant & Skills required.</p> <p>Finance & control Issues, Structure & culture, giving Presentations.</p>

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(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

References:

- Mohanty, Kesharu Sangram: “*Fundamentals of Entrepreneurship*”, 2007, PHI learning Pvt Ltd.
- Hisrich, D Robert; Peters, p. Michael and Shepherd A Dean: “*Entrepreneurship; 2016*’ 10th Edition, McGraw-Hill Education.
- Zimmerer, W. Thomas and Scarborough M. Norman:” *Essentials of Entrepreneurship and Small Business Management*”, 3rd edition, 2001, Prentice Hall.
- Sadler, Philip:” *Management Consultancy*”, 2nd Edition, Kogan Page Publishers.
- Newton, Richard:”*The Management Consultant: Mastering the Art of Consultancy*” (Financial Time Series); 2012, Prentice Hall.
- 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.

SECTION-A
<p>Information System 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.</p>
SECTION-B
<p>Approaches to HIS 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.</p>
SECTION-C
<p>Decision Support System Concepts, DSS software, applications for hospital activities. Expert System Concepts, applications in healthcare management.</p>
SECTION-D
<p>Information Technology Telemedicine, Knowledge management, IT integration</p>

References:

- Davis,G.B. and M.H.Oslon,Managent”*Information Systems-Conceptual Foundations,Structure and Development*”,TMH,1998
- 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

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

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
<p>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.</p>
SECTION-B
<p>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.</p>
SECTION-C
<p>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.</p>
SECTION-D
<p>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.</p>

References:

1. P. Gopalkrishnan "*Handbook of Materials Management*" Prentice Hall India.
2. P. Gopalkrishnan, "*Purchasing & Materials Management*" Tata McGraw Hill.
3. L.C. Jhamb, "*Materials & Logistic Management*" Everest Publications.
4. Tony Arnold, "*Introduction to Materials Management*" Peerson.
5. P. Gopalkrishnan, "*Stores, Management & Logistics*" Sultanchand & Co., New Delhi.

**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.

SECTION-A
<p>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.</p>
SECTION-B
<p>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</p>
SECTION-C
<p>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.</p>
SECTION-D
<p>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.</p>

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

References:

- Park K: 2005. *Text Book of Preventive and Social Medicine*. Banarsidas Bhanot Publishers: Jabalpur. 18th Ed.
- Beaglehole R & Bonita R. 1997. *Public Health at the Crossroads: Achievements and Prospects*. C-ambridge University Press: United Kingdom
- Gupta M C, Chen L C & Krishnan T N. 1996. *Health Poverty and Development in India*. Oxford University Press: Bombay
- White K. 2006. *The Sage Dictionary of Health and Society*. Sage Publications: New Delhi
- Kumar R. 1998. *Medicine and the Raj: British Medical Policy in India (1835-1911)*. Sage Publications: New Delhi

- Goel S L. 2001. *Health Care System and Management: Primary Health Care management*. Deep & Deep Publications: New Delhi. Vol 4
- Harris M G & Assoc. 2003. *Managing Health Service: Concepts & Practices*. MacLennan + Petty: Sydney
- Beaglehole R, Bonita R & Kjellstrom T. 1993. *Basic Epidemiology*. WHO: Geneva
- Gwatkin D R, Wagstaff A & Yazbeck A S. 2005. *Reaching the Poor with Health, Nutrition & Population Services: What works, What doesn't & Why*. WB: Washington DC
- Bhende A & Kanitkar T. 1992. *Principles of Population Studies*. Himalaya Publishing House: Bombay. 5th Ed.

**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. Planning: Principles of planning – regionalization - hospital planning team – planning process –size of the hospital – site selection – hospital architect – architect report – equipping a hospital –interiors & graphics – construction & commissioning – planning for preventing injuries –electrical safety.
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
Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements –hospital drawings & documents-preparing project report. 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 – Hospital Standards: Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste –water supply standards.

References:

G.D.Kunders, Designing for Total Quality In Health Care

Gupta S.K;SunilKant 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