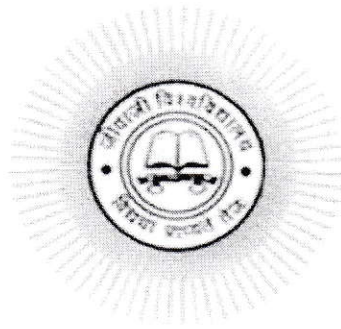


Jiwaji University Gwalior



MBA (HOSPITAL ADMINISTRATION)

Syllabus and Scheme

(FOR SOS IN MANAGEMENT ONLY)

W.G. *W. G.* *W. G.*

2019-20

W. G. *W. G.*

MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION)

(Four Semester Programme)

Choice Based Credit System

Internal Assessment =IA ; End- Term Assessment =ETA

Course Structure and Scheme of Examination

Semester : I

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA(HA)-101	Principles & Practices of Management	Core	3	-	-	3	40+60
MBA(HA)-102	Hospital Administration and Management	Core	3	-	-	3	40+60
MBA(HA)-103	Health Care Environment	Core	3	-	-	3	40+60
MBA(HA)-104	Fundamentals of Communication	Core	3	-	-	3	40+60
MBA(HA)-105	Human Values- Elements of Indian Culture	Core	3	-	-	3	40+60
MBA(HA)-106	Biostatistics	Core	3	-	-	3	40+60
MBA(HA)-107	Health Education and Epidemiology	Core	3	-	-	3	40+60
MBA(HA)-108	Seminar	-	-	-	1	1	100
MBA(HA)-109	Assignment	-	-	-	1	1	100
MBA(HA)-110	Viva- Voce Project Report on Practical Training (Virtual Credits)	-	-	-	4	4	100
	Total		21		6	27	

Semester : II

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA(HA)-201	Organizational Behavior	Core	3	-	-	3	40+60
MBA(HA)-202	Marketing of Health Care Services	Core	3	-	-	3	40+60
MBA(HA)-203	Information Technology and Hospitals	Core	3	-	-	3	40+60
MBA(HA)-204	Financial Management in Hospitals	Core	3	-	-	3	40+60
MBA(HA)-205	Materials Management in Hospitals	Core	3	-	-	3	40+60
MBA(HA)-206	Research Methodology	Core	3	-	-	3	40+60
MBA(HA)-207	Legal Framework for Health Care -I	Core	3	-	-	3	40+60
MBA(HA)-208	Seminar		-	-	1	1	100
MBA(HA)-209	Assignment		-	-	1	1	100
MBA(HA)-210	Viva- Voce Project Report on Practical Training (Virtual Credits)		-	-	4	4	100
	Total		21		6	27	

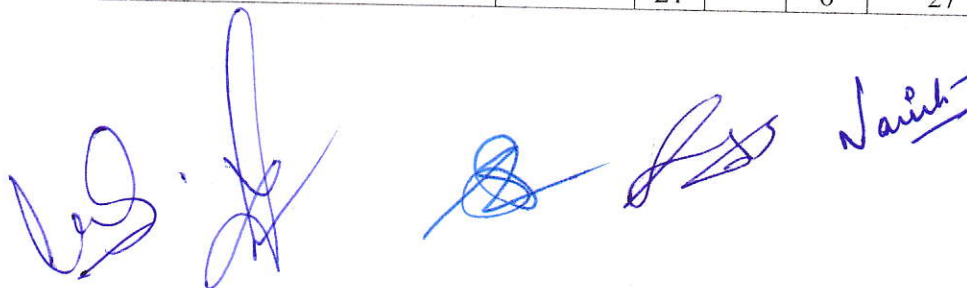
Narish

Semester : III

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA(HA)-301	Human Resource Management	Core	3	-	-	3	40+60
MBA(HA)-302	Disaster and Hazard Management	Core	3	-	-	3	40+60
MBA(HA)-303	Equipment Planning and Management	Core	3	-	-	3	40+60
MBA(HA)-304	Planning and Organization of Utility Services	Core	3	-	-	3	40+60
MBA(HA)-305	Planning and Organization of Medical and Ancillary Services	Core	3	-	-	3	40+60
MBA(HA)-306	Hospital Supportive Services	Core	3	-	-	3	40+60
MBA(HA)-307	Nursing Services	Core	3	-	-	3	40+60
MBA(HA)-308	Seminar		-	-	1	1	100
MBA(HA)-309	Assignment		-	-	1	1	100
MBA(HA)-310	Viva- Voce Project Report on Practical Training (Virtual Credits)		-	-	4	4	100
Total			21		6	27	

Semester : IV

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA(HA)-401	Strategic Management	Core	3	-	-	3	40+60
MBA(HA)-402	Legal Framework for Health Care- II	Core	3	-	-	3	40+60
MBA(HA)-403	Quality Management in Hospitals	Core	3	-	-	3	40+60
MBA(HA)-404	Drug Management	Core	3	-	-	3	40+60
MBA(HA)-405	Hospital Waste Management	Core	3	-	-	3	40+60
MBA(HA)-406	Health Economics	Core	3	-	-	3	40+60
MBA(HA)-407	Hospital Planning	Core	3	-	-	3	40+60
MBA(HA)-408	Seminar		-	-	1	1	100
MBA(HA)-409	Assignment		-	-	1	1	100
MBA(HA)-410	Dissertation -Comprehensive Viva-Voce(Virtual Credits)		-	-	4	4	100
Total			21		6	27	



MBA HA -101: PRINCIPLES AND PRACTICES OF MANAGEMENT

03 Credits

Learning Outcomes:

1. Students will be able to integrate management principles into management practices.
2. Students will be able use CPM and PERT in planning process.
3. Students will be able to do forecasting through various statistical tools.
4. Students will be able to do allocation of resources through budgeting.
5. Students will be able to determine the nature of organization structure viz. organic or mechanistic structure.
6. Students will be able to apply inventory control methods.

UNIT I

Management:

Concept ; Nature, Importance; Management: Art and Science; Management as a Profession; Management Skills, Levels of Management; Approaches to management- Classical approach, Behavioral Approach; Quantitative Approach and Contemporary Approaches; Measurement of Corporate Social Responsibility (Scale -Duygu Turker, 2008).

UNIT II

Planning:

What and Why of Planning; Types of Plans; Planning Effectively; Application of PERT-CPM in Planning and its importance; Techniques for Assessing Environment; Forecasting: Regression; Techniques for Allocating Resources- Budgeting.

UNIT III

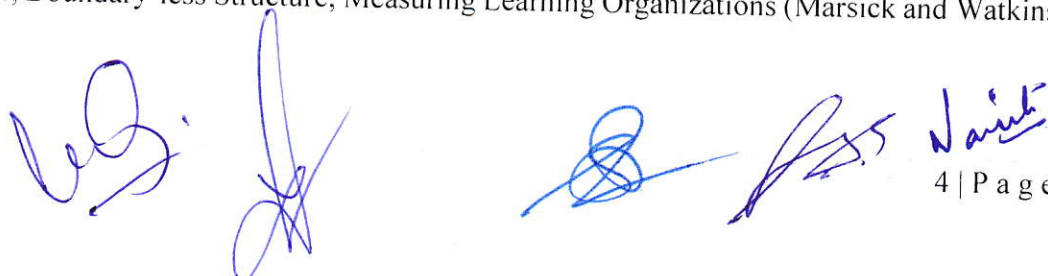
Decision Making:

The Decision Making Process; Managers Making Decision: Rationality, Bounded Rationality, Role of Intuition and Role of Evidence Based Management; Types of Decision Making Measurement of Biases & Errors with Statistical tools; Effective Decision Making.

UNIT IV

Organizing:

Designing Organization Structure-Work Specialization; Departmentalization; Chain of Command; Defining the Span of Control (Ouchi and Dowling 1974); Centralization and Decentralization; Formalization; Identifying Mechanistic Structures and Organic Structures; Contingency Factors affecting Structural Choice; Traditional Organization Designs; Contemporary Organizational Designs: Functional Structure, Divisional Structure, Matrix Structure, Boundary-less Structure; Measuring Learning Organizations (Marsick and Watkins, 2003).



4 | Page

UNIT V

Controlling:

Concept; Process; Controlling for Performance – Concept; Measures- Organizational Productivity, Organizational Effectiveness, Industry and Company Rankings; Tools for Measuring Organizational Performance- Feed forward/Concurrent/Feedback Controls; Financial Control: Ratio Analysis; Inventory Control; Informational Control; Balance Scorecard; Contemporary Issues in Control-Adjusting Controls for Cross Cultural Differences; Workplace Concerns, Workplace Violence.

Note: All above course content should be covered through real life case studies.

Suggested Readings:

- Gilbert, D.R., Stoner, F., & Freeman, R.E.(2001), Pearson Education.
- Wehrich, H., & Koontz, H(2005).*Management: a global perspective*, Tata McGraw Hill.
- Robbins, S. P., & Coulter, M. (2012). *Management*. Pearson.
- Measuring Corporate Social Responsibility:A Scale Development Study. (2009). *Journal of Business Ethics*, 411–427.
- Ouchi, W. G., & Dowling, J. B. (1974). Defining the Span of Control. *Administrative Science Quarterly*, 357-365.
- Watkins, K. E., & Marsick, V. J. (2003). Demonstrating the Value of an Organization's Learning Culture: The Dimensions of the Learning Organization Questionnaire. *Advances in Developing Human Resources*, 132-151.



Narita



MBA HA-102: HOSPITAL ADMINISTRATION AND MANAGEMENT

03 Credits

Learning Outcomes:

1. Students will be able to understand the concept of hospitals and its administration in order to address the needs of beneficiaries at one end and hospital as a corporate organisation at the other end.
2. To introduce principles of hospital management and the functional organisation of a hospital.

UNIT I

Concept of Hospitals: Definition of Hospital, Philosophy and Objectives of Hospital, Classification of Hospitals, Hospital as a System and its Peculiarities, Intramural and Extramural Functions of Hospital, Managerial Activities of Hospital, Hospital Community Relationship.

UNIT II

Introduction to Hospital Administration: Meaning and Nature of Administration, Principles of Administration, Administration Vs Management; Meaning of Hospital Administration, Rationale of Hospital Administration; Roles of Hospital Administrator, Skills of Hospital Administrator, Types of Hospital Administrators, Professional Bodies of Hospital Administrators, Code of Ethics for Hospital Administrators.

UNIT III

Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services; Utility Services.

UNIT IV

Hospital Organisation Structure; Two Lines of Authority in Hospital; Problem Solving in Hospital; Comparative Assessment of Management Process between Hospitals and Production Industry.

UNIT V

Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration; Concept of Corporate Social Responsibility; Integrated Governance in Hospital.

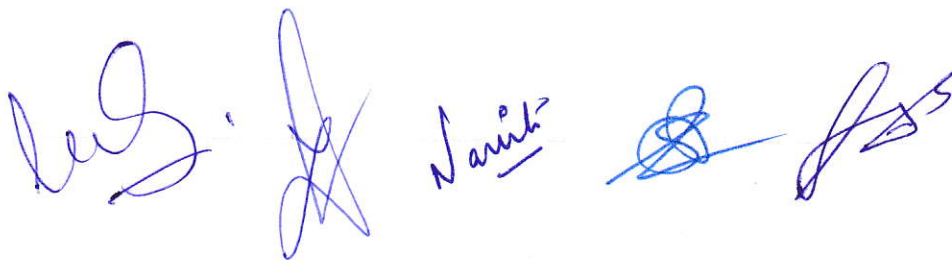
Suggested Readings:

Sakharkar, B.M. (2009). *Principles of hospital administration and planning*. Jaypee Brothers Medical Publication.

Joshi, D.C & Joshi, Mamta. (2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.

Basavanthappa, B.T. (2009). *Nursing administration*. Jaypee Brothers Medical Publishers.



MBA HA- 103: HEALTH CARE ENVIRONMENT

03 Credits

Learning Outcomes:

1. Students will be able to understand the complexity and determinants of health and healthcare systems in India.
2. Students will be able to understand the role of national health programmes and international agencies.
3. Students will be able to understand the influences of social, cultural and environmental factors on health and disease.

UNIT I

History of Hospitals; Hospitals in India; Emergence of Health Care Delivery System and Hospitals in Independent India; Changing Roles of Hospitals; Role of Hospitals in New Millennium; Globalization of Health Care; Future of Health Care.

UNIT II

Health Care Systems in India : Types of Health Care Services, Health Services Pyramid , Issues in Health Care Delivery, Patterns of Old Health Care and New Health Care; Factors Influencing Change in Health Care Delivery System.

UNIT III

Administration of Health Services in India: Health Committees Appointed by the Government and their Influence; International Health Agencies.

UNIT IV

Economics of Health Care : Financial Resources for Health Care Services ; Role of Health Insurance ; Government and Voluntary Health Agencies in India ;Western Economics of Health Care – Concept of Medicare And Medicaid.

UNIT V

Emerging Approaches in Health Care and Recent Trends: Related Ethical and Legal Issue; Contracting in Health Care; Effective Media Communication; Robotic Surgery; Telemedicine; Medical Tourism.

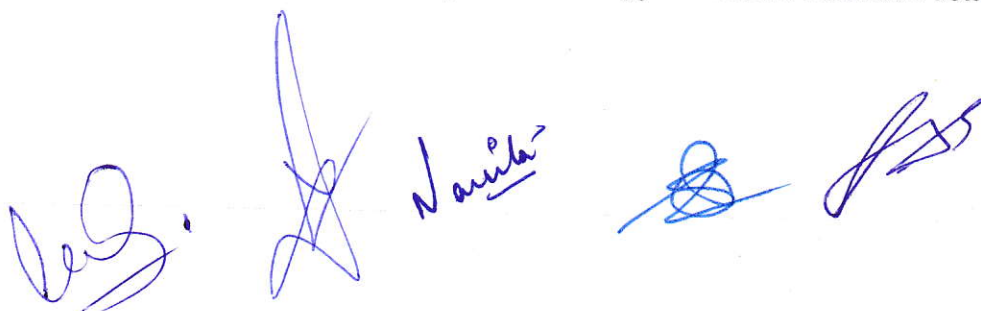
Suggested Readings:

Joshi, D.C & Joshi, Mamta.(2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Basavanthappa, B.T. (2009). *Nursing administration*. Jaypee Brothers Medical Publishers.

Perry, Potter. *Fundamentals of nursing*. Reed Elsevier India.

Joshi, S. K. (2010). *Law and practices of medicine*. Jaypee Brothers Medical Publications.



MBA HA-104: FUNDAMENTALS OF COMMUNICATION

03 Credits

Learning Outcomes:

1. Students will learn fine prints of business communication.
2. Students will be able to participate effectively into group discussion.
3. Students will learn how to face interviews through mock sessions.
4. Students will learn presentation skills.
5. Students will be able to write business letters and official communication.
6. Students will be able to effectively use social media for communication.

UNIT I

Introduction to Business Communication:

Meaning, Need, Purpose and Types of Communication; Process of Communication; Communication Structure in Organization; Barriers to Communication; Gateway in Communication; 7 C's of Communication; Impact of Cross Cultural Communication; Use of Technology to improve Business Communication.

UNIT II

Employment Communication:

Resume Writing and Cover Page Draft, Group Discussions, Interview, Candidates' Preparation for Interview, Effective Listening Skills, Mock Interview, Communication Networks, Intranet, Internet, Teleconferencing and Video Conferencing.

Presentation Skills:

Essential Elements of an Effective Presentation, Designing a Presentation, Advanced Visual Support for Business Presentation, Types of Visual Aid, Appearance & Posture, Practicing Delivery of Presentation.

UNIT III

Written Communication:

Purpose of Writing; Clarity in Writing; Principles of Effective Writing; Writing Techniques.

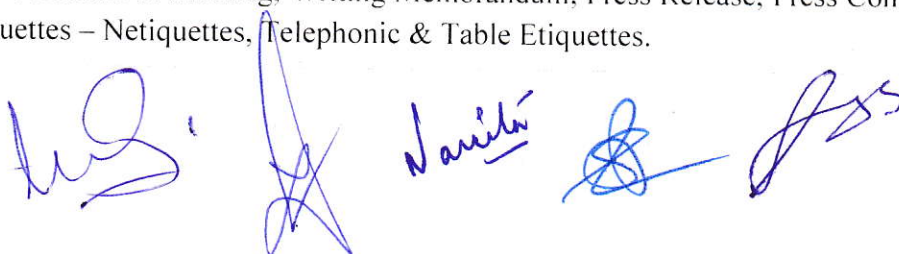
Business Letters and Reports:

Introduction to Business Letters, Types of Business Letter, Layout of Business Letter; Reports: Definition and Purpose, Types of Business Reports, Reports Writing.

UNIT IV

Group Communication:

Meetings: Need, Importance and Planning of Meetings, Drafting of Notice, Agenda, Minutes & Resolutions of Meeting, Writing Memorandum, Press Release, Press Conference, Business Etiquettes – Netiquettes, Telephonic & Table Etiquettes.



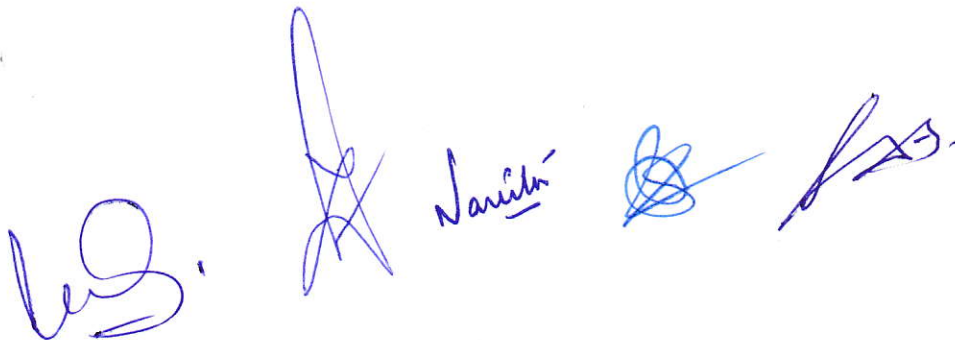
UNIT V

Corporate Communication:

Definition, Scope, Importance & Components of Corporate Communication, Professional Communicator Responsibilities, Corporate Communication & Public Relation, Role of Social Media in Communication.

Suggested Readings:

- Lesikar, R.V. & Pettit, Jr. J.D. *Basic business communication: theory & application*, (10th Edition.). Tata Mc Graw Hill.
- Sehgal, M.K. & Khetrapal, V. *Business communication*, Excel Books.
- Chaturvedi, P.D. (2006). *Business communication* (3rd Edition.). Pearson Education.
- Sharma, R.C. & Krishna, M. *Business : Correspondence and report writing* (3rd Edition.). Tata McGraw Hill.
- Pal, R. *Business communication*, Sultanchand & Sons Publication.
- Bisen & Priya. *Business communication*, New Age International Publication.



The image shows five distinct handwritten signatures in blue ink, arranged horizontally. From left to right: the first is a stylized 'W.S.'; the second is a tall, vertical signature; the third is the name 'Narain' written in a cursive style; the fourth is a circular, scribbled signature; and the fifth is a signature that appears to be 'S.S.'.

MBA HA-105: HUMAN VALUES - ELEMENTS OF INDIAN CULTURE

03 Credits

Learning Outcomes:

1. Students will be able to imbibe core Indian value system in their personal and professional life.
2. This will help students to inculcate leadership traits and motivate them to learn techniques of enhancing and managing potential for creative construction.
3. Students will be able to identify significance of task and non-dualism for employees in accordance of Bhagwadgeeta.
4. Students will be able to understand significance of social life and its importance of task force.

UNIT I

Indian Culture and Value System – Aspects and Specialty, Importance of Values in Indian Culture, Civilization in India.

Qualities of Indian Culture – Dharma, Artha, Kama, Moksha.

Ancient Education Methodologies in India: Vedic Age, Ramayana and Mahabharata Age, Buddhism age, Maurya and Gupta Kal.

Certain Universities of Ancient India: Takshila, Nalanda, Vikramshila, Varanasi-Valabhi-Udtantarpur, Kashmir.

Women Education in Ancient India.

UNIT II

Rituals (All Sixteen); Third Chapter of Bhagwadgeeta and its Importance for Employees.

UNIT III

Social Life and Imbibing Values:

Food, Clothing, Jewellery, Basic Facilities, Entertainment, Status of Women in Ancient India, Family Life. Political Life and Preserving Values. Home- Village, Society, Organization, Council, King, Governing Methodology in Ancient India, Parts of State, Minister- Cabinet , Administrative Management, Monarchy –Democracy or Republic, Justice and Penance Administration, Defense Management of Ancient India.

Significance of Social Life Habits House, Administration and Way of Living for Employees .

UNIT IV

Assimilation of Indian Culture with Foreign Culture and its Promotion in Other Countries; Sports & Entertainment; Fine Arts and Facts Associated to Protect and Preserve Values.

Naini

UNIT V

Bhartrihari Neetishataka Shlokas and their Significance (3, 4, 32, 34, 15, 20, 27, 41, 42, 43, 44, 46, 48, 50, 52, 54, 57, 59 60, 70, 108)

Suggested Readings:

Krishna, D. (1991). *Indian philosophy: a counter philosophy*. New York : Oxford University Press.

Radhakrishnan , S. *Humanities Vs. Science*.

Radhakrishnan, S. *Recovery of faith*.

Radhakrishnan, S. *Science and culture*.

Shardendu. *Bhartiya sanskriti ke samajik sopan*.

Sharma, K. *Bhartiya vangamaya per divadrishit*.

Shastri, D. *Bhartiya sanskriti ke tatva*.



Narain



MBA HA- 106: BIOSTATISTICS

03 Credits

Learning Outcomes:

1. Produce appropriate graphical and numerical descriptive statistics for different types of data.
2. Distinguish between descriptive and inferential statistics and their uses.
3. Apply probability rules and concepts relating to discrete and continuous random variables to answer questions within a business context.
4. Demonstrate knowledge of the importance of the Central Limit Theorem (CLT) and its applications.
5. Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.
6. Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.
7. Use a statistical package frequently used by practitioners to analyse the data.

UNIT I

Basic concept of Statistics: Application of Inferential Statistics in Managerial Decision Making; utility and limitation of Statistics.

Presentation of Data: Bar Diagrams; Histograms; Frequency Polygon; Frequency Distribution Curves.

Measures of Central Tendency: Mean; Median and Mode and their implications.

UNIT II

Measures of Dispersion: Range; Mean Deviation; Standard Deviation; Coefficient of Variation(C.V.); Skewness; Kurtosis.

UNIT III

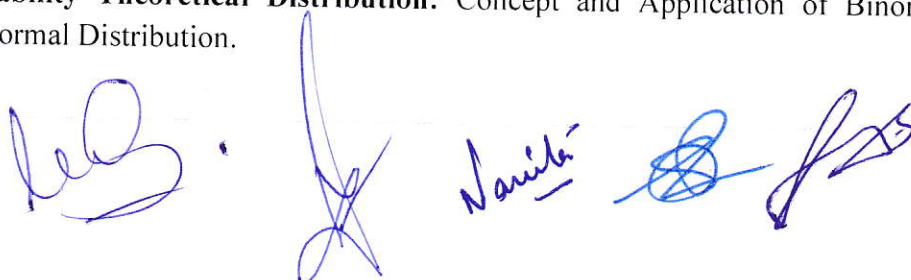
Correlation: Meaning and types of Correlation, Karl Pearson and Spearman Rank Correlation.

Regression: Meaning, Regression Equations and their Application, Partial and Multiple Correlation and Regression.

UNIT IV

Probability: Concept of Probability and its Uses in Business Decision; Addition and Multiplication Theorems; Bayes Theorem and its Applications.

Probability Theoretical Distribution: Concept and Application of Binomial; Poisson and Normal Distribution.

The image shows four distinct handwritten signatures in blue ink, arranged horizontally. The first signature is a cursive 'W'. The second is a stylized 'S'. The third is the name 'Narish' written in a simple, blocky font. The fourth is a complex, overlapping scribble.

UNIT V

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypothesis; Application of Z test; t test; F test; Chi-Square test; Techniques of Association of Attributes .

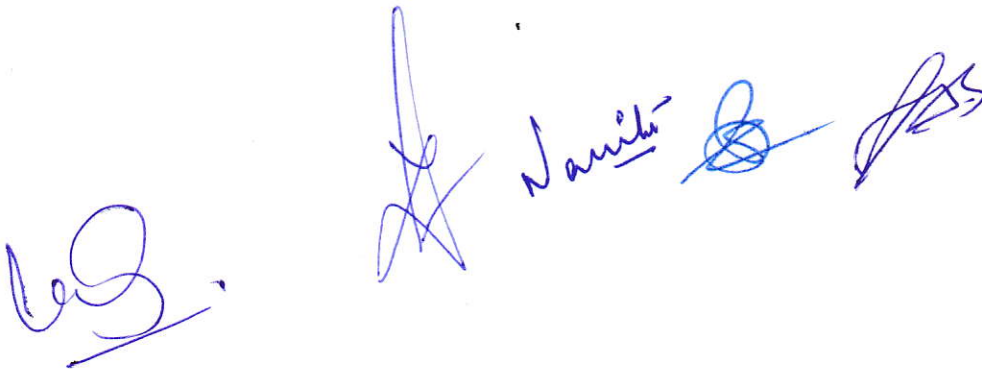
Note: All above course must also be taught using MS-Excel functions and graphical representations.

Suggested Readings:

Herkenhoff, L., & Fogli, J. (2013). *Applied statistics for business and management using microsoft excel*. New York, NY: Springer New York. <https://doi.org/10.1007/978-1-4614-8423-3>

Keller, G. (2015). *Statistics for management and economics, Abbreviated*. Cengage Learning.

Levine, D. M., Berenson, M. L., Stephan, D., & Lysell, D. (1999). *Statistics for managers using Microsoft Excel* (Vol. 660). Prentice Hall Upper Saddle River, NJ.



MBA HA- 107: HEALTH EDUCATION AND EPIDEMIOLOGY

03 Credits

Learning Outcomes:

1. Students will be able to understand the concept of health and disease and the need of health education to promote and attain positive health.
2. Students will be able to understand the influences of social, cultural and environmental factors on health and disease.

UNIT I

Concept of Health and Wellbeing: Definition and Dimensions of Health, Determinants of Health, Responsibility of Health, Indicators of Health, Levels of Health Care.

Disease: Concept of Disease, Causation of Disease, Concept of Control and Prevention.

Epidemiology: Concept & Aims of Epidemiology.

UNIT II

Demography: Concept, Cycle, Trends in India; National Population Policy 2000.

Health Education: Definition, Changing Concept of Health Education, Approaches, Models, Contents, Principles and Practices of Health Education.

UNIT III

Health System in India; Five Year Plans; National Health Policy and Revised National Health Policy 2017; Special Community Health Services.

UNIT IV

Hospital Associated Infections: Definition, Epidemiology, Control, Prevention and Surveillance, Infection Control Responsibilities.

UNIT V

Health Programmes: National Vector Borne Disease Control Programme; National Leprosy Eradication Programme; Swachh Bharat Abhiyaan; Revised National Tuberculosis Control Programme; National AIDS Control Programme; Universal Immunization Programme; National Health Mission; Reproductive and Child Health Programme; National Programme for Prevention and Control of Cancer, Diabetes, CVS and Stroke; National Mental Health Programme; National Water Supply and Sanitation Programme.

Suggested Readings:

Park, K. *Park's textbook of preventive and social medicine*. Banarsidas Bhanot Publishers.

Patwardhan, Nita. *Hospital associated infections: epidemiology prevention and control*. Jaypee Brothers Medical Publishers.

Basavanthappa, B.T. (2009). *Nursing administration*. Jaypee Brothers Medical Publishers.



MBA HA-201: ORGANIZATIONAL BEHAVIOUR

03 credits

Learning Outcomes:

After passing the course students will be able to:

1. Learn models of organizational behaviour, perception, organizational change, knowledge management and organizational conflict.
2. Measure – Attitude, Personality, Leadership, Stress and Motivation.

UNIT I

Concepts; Nature; Importance; Models of Organisational Behavior;

Perception and Attribution Theory: Concept; Nature; Process; Importance; Management and Behavioural Applications of Perception.

UNIT II

Attitude: Concept; Process; Importance; Techniques of Attitude Measurement;

Personality: Concept; Nature; Types and Theories of Personality; Shaping O.B;

Learning: Concept and Theories of Learning.

Motivation: Theories of Motivation; Motivating a Diverse Workforce.

UNIT III

Leadership: Style and Theories of Leadership- Trait; Behavioural and Situational Theories; Leadership Styles in Indian Organisations.

Analysis of Interpersonal Relationship; Group Dynamics: Definition; Stages of Group Development; Group Cohesiveness; Formal and Informal Groups; Groups Processes and

Decision Making; Dysfunctional Groups; Punctuated Equilibrium Model.

UNIT IV

Organisational Power and Politics: Concept; Sources of Power; Distinctive Between Power Authority and Influence; Political Implications of Power; Dysfunctional Uses of Power; Stress: Understanding and its Consequences; Causes of Stress; Managing Stress.

UNIT V

Knowledge Management and Emotional Intelligence in contemporary Business Organisation:

Organizational Change: Concept; Nature; Resistance to Change; Managing resistance to Change; Implementing Change; Kurt Lewin Theory of Change

Conflict: Concepts; Sources; Types; Functionality and Dysfuntionality Conflict; Classification of Conflict- Intra; Individual; Interpersonal; Intergroup and Organizational; Resolution of Conflict; Meaning and Types of Grievance Handling;

Navit

Suggested Readings:

Fred; L. (2011). *Organizations behaviour* (12th edition ed.). New York; Mc Graw Hill.

K; A. (2016). *Organizational behaviour* (12th edition ed.). New Delhi: Himalaya Publishing House.

Kumar; P.; & Thakur; K. (2011). *Text book of organization behavior*. New Delhi: Wisdom Publications.

Stephen; P. (2013). *Organizational behaviour* (15th edition ed.). New Delhi: Pearson Education.

Udai; P. (2016). *Understanding organizational behaviour* (4th edition ed.). New Delhi: Oxford Higher Education.



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MBA HA-202: MARKETING OF HEALTH CARE SERVICES

03 Credits

Learning Outcomes:

Upon completion of this course, students will be able to:

1. Understand and explain the nature and scope of services marketing.
2. Appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing.
3. Use the Gaps Model for diagnosing and addressing service quality problems.

UNIT - I

Understanding Service Markets, Products and Customers:

Introduction to Service marketing- Distinctive Marketing Challenges in Services, Service Marketing Mix, Customer Behavior in Service Encounters; Customer Decision Making; The Three-Stage Model of Service Consumption- Pre Purchase Stage, Service Encounter Stage and Post- Encounter Stage.

UNIT- II

Building the Service Model:

Planning and Creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services, Branding Strategies for Services, Distribution in Services, Determining the Type of Contact- Options for Service Delivery, Place and Time Decisions, Delivering Services in Cyberspace; the Role of Intermediaries; The Challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.

UNIT- III

Service Pricing and Revenue Management:

Objectives for Establishing Prices; Pricing Strategy- Cost-based, Value based, Competition based. Measure the Effectiveness of a Firm's Revenue Management, Price Elasticity.

Positioning Services in Competitive Markets:

Concept of market Segmentation and its focused Strategies; Service Attributes and Levels. Positioning and its Impact; Internal Market, and Competitor Analyses, Using Positioning Maps to Plot Competitive Strategy, Changing Competitive Positioning.

UNIT- IV

Designing and Managing Service Processes:

Service Process- Designing and Documenting Service Processes, Developing a Service Blue Print, Service Process Redesign, Customer participation in Service Processes.

Crafting the Service Environment:



Purpose of Service Environment; Consumer Responses to Service Environments; Dimensions of the Service Environment; Importance of Service Employees; Service Leadership and Culture.

UNIT- V

Implementing Profitable Service Strategies:

Customer Loyalty, Customer–Firm Relationship, The Wheel of Loyalty, Creating Loyalty Bonds, Strategies for Reducing Customer Defections. CRM: Customer Relationship Management, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Learning from Customer Feedback.

Improving Service Quality and Productivity:

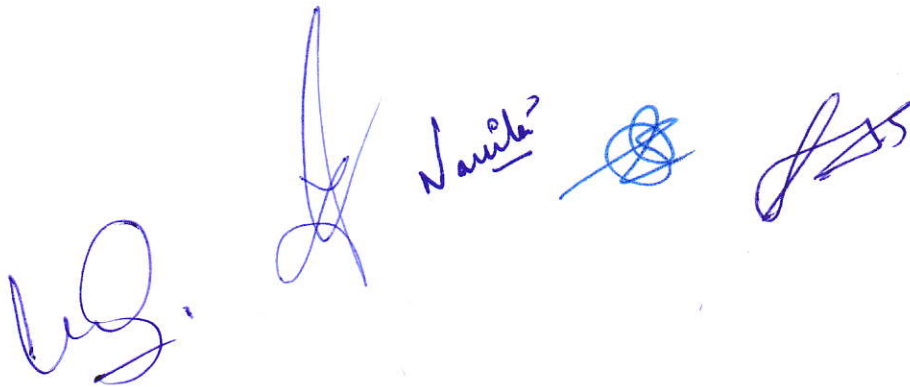
Service Quality and the Gaps Model—A Conceptual tool to Identify and Correct Service Quality Problems; Measuring and Improving Service Quality; Defining and Measuring Productivity, Improving Service Productivity.

Suggested Readings:

Chowdhary, N., & Choudhary, M. (2008). *Marketing of services*. MacMillan Publishers India Limited.

Lovelock, C., & Wirtz, J. (2016). *Service marketing* (8 ed.). World Scientific.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implication for future research. *Journal of Marketing*, Vol. 49, No. 4 (Autumn, 1985), pp. 41-50 (10 pages).



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MBA HA-203: INFORMATION TECHNOLOGY AND HOSPITALS

03 Credits

Learning Outcomes:

1. Students will be able to identify and appreciate areas of computer and IT application in hospitals and health care programs.
2. Students will be able to get an overview of the software for hospitals and basic skills of using computers in hospital setup.
3. Students will be able to select appropriate software and hardware for healthcare.

UNIT I

Computer: Introduction, Memory Types, Hardware and Software, Central Processor and CPU, Operating System, Input/output Device; Discussion on Recent IT Trends.

Microsoft Office: Word, Power Point, Excel.

UNIT II

Information System: Concept, Types of Information System ,Technical Foundation of Information System; Concept of MIS, Types and Structure of MIS, Role of MIS; Decision Support System, Enterprise Resource Planning; Information Systems for Strategic Planning.

Telecommunication: Networks, Networking and Internet, Network Topologies- Unicast, Multicast, Broadcast.

UNIT III

DBMS: Definition, Features, Components, The Relational Approach, Access Database System, Basic Differences in DBMS Models.

Internet: Web Browser, Internet Explorer, Search Engines, Worldwide Consortium.

UNIT IV

Hospital Information System (HIS): Introduction and Evolution of HIS, Organization of HIS, Scope of HIS, Benefits of HIS, HIS Selection Criteria, Guide for Purchasing Software and Hardware for HIS, Key Roles of HIS.

UNIT V

Some Commonly Used Hospital Softwares: Telehealth; EHR/EMR; Clinical Decision Support System; Administrative Information System; Health Information System; Computerized Provider Order Entry; Health Policy and Research; RFID in Healthcare.

Suggested Readings:

Leon,Alexis & Lcon,Mathews. *Fundamentals of information technology* .LconTech world.

Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.

Sekhar,G.V Satya.(2009). *Management information systems*. Excel Books.

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https://www.who.int/healthinfo/statistics/toolkit_hss/en_pdf_toolkit_hss_informationsystems.pdf

MBA HA- 204: FINANCIAL MANAGEMENT IN HOSPITALS

03 Credits

Learning Outcomes:

1. Students will be able to gain in-depth knowledge of basic accountancy.
2. Students will be able to understand the basic concept and need for financial management.
3. Students will be able to analyze and interpret financial statements for optimum resource utilization.
4. Students will be able to learn financial tools for financial analysis and decisions making.

UNIT I

Financial Statements of a Health Care Organization: Financial Management in Health Care Organization, Importance of Financial Management; Proforma Development; Objectives of Financial Reporting; Financial Statements of a Health Care Organization; Uses of Financial Information.

Basic Accounting: Concepts, Ledger, Cashbook, Trial Balance and Balance Sheet with Simple Adjustment.

UNIT II

Cost Concept in Health Care Organization: Cost Concept and Cost Description, Nature of Cost Accounting of Hospitals; Recourse Consumption Accounting (RCA); Activity Based Costing in Hospitals; Cost Volume Profit Analysis of Hospitals; Concept of Unit Costing in Hospital.

UNIT III

Fundamentals of Revenue Cycle Management in Health Care Organization: Medicare and Medicaid Net Revenue Concepts, Calculation of Medicare and Medicaid Contractual Adjustments, Managed Care Net Revenue Concepts, Preparation of the Medicare and Medicaid Cost Report, Ratio of Costs to Charges, Calculation of the Allowance for Doubtful Accounts and Bad-Debt Expense, Calculation of the Allowance for Contractual Adjustments.

UNIT IV

Capital Budgeting in Health Care Organization: Budget Preparation, Operating Budget, Budget Variance Analysis, Budget Variance Parameters, Flexible Budgeting, Cash Budget.

UNIT V

Financial Controlling Systems in Management in Health Care Organization; Information Systems Implications for Health Care Financial Management; Information Technology Strategic Plan Initiatives for Health Care Financial Management.

Suggested Readings:

Berger, Steven. (2007). *Fundamentals of health care financial management*. A Wiley Imprint

MBA HA -205: MATERIALS MANAGEMENT IN HOSPITALS

03 Credits

Learning Outcomes:

1. To equip students with updated knowledge of modern materials management concept and to develop their functional expertise in stores planning, inspection, verification, storage and distribution.
2. Students will be able to learn the principles and practices of equipment purchasing in the hospital.

UNIT I

Materials Management: Definition, Scope and Function, Objectives

Material Planning: Classification of Materials, Consumable and Non-Consumable Materials, Forecasting.

UNIT II

Purchase Management: Objectives, Purchase System-Centralized, Decentralized & Local Purchase, Legal Aspects of Purchasing, Purchase Procedures, Rate Contracts, Follow Up Action.

Receipt of Materials: Inspection of Materials, Preparation of Defect/Discrepancy Report.

UNIT III

Store Management: Organization and Layout, Functions of Store Manager, Materials Handling, Methods of Material Issuing, Security of Stores, Disposal of Scrap/Unserviceable Materials, Physical Stock Taking.

UNIT IV

Medical Stores: Functions, Storage Conditions/Monitoring Expiry Dates and Action, Cold Chain, Role of Drug Review Committee, Obsolescence.

UNIT V

Inventory control: Aims and Objectives, Scope of Inventory Control, Classification of Inventory; Techniques of Inventory Control-ABC Analysis, Stock Levels, Economic Order Quantity, Inventory Turnover Ratio and Stock Verification.

Suggested Readings:

Gopalkrishnan,P. *Handbook of material management*. Prentice Hall India.

Joshi,D.C &Joshi,Mamta.(2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Sakharkar,B.M.(2009). *Principles of hospital administration and planning*. Jaypee Brothers Medical Publication.



MBA HA-206: RESEARCH METHODOLOGY

03 Credits

Learning Outcomes: On successful completion of the course students will be able to:

1. Write a literature review that synthesises and evaluates literature in a specific topic area to justify a research questions
2. Apply appropriate research design and methods to address a specific research question and acknowledge the ethical implications of the research
3. Develop a research proposal as the basis for a thesis
4. Present and defend a research proposal

UNIT I

Background:

1. Introduction to Research and The Research Process.
2. Types of Research.
3. Developing Research Questions
4. Contributions of Research to Theory and Practice.
5. Research Ethics and Integrity.

UNIT II

Literature Review:

1. Identifying, Accessing and Managing Information and Scholarly Literature
2. Academic Writing and Referencing
3. Literature Review Development
4. Argumentation and Synthesis

Quantitative Methods - I:

1. Data and Variables.
2. The Nature of Quantitative Research.
3. Descriptive and Influential Statistics.
4. Sampling.
5. Designing and Coding Questionnaires.
6. Data Entry and Screening.
7. Hypothesis Testing.



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UNIT III

Quantitative Methods - II:

1. Association: Correlation Coefficients.
2. Bivariate Regression.
3. Association - Chi-square Tests.

UNIT IV

Quantitative Methods - III:

4. Difference: t-tests.
5. Difference: ANOVA.
6. Reliability, Validity and Rigour.

UNIT V

Report Preparation

1. Reporting a Quantitative Study.
2. Types and Layout of Research Report.
3. Precautions in preparing the Research Report.
4. Bibliography and Annexure in the Report.

Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

- Chapman, C. (2015). *R for marketing research and analytics*. New York, NY: Springer Science+Business Media, LLC.
- Cooper, D. R., & Schindler, P. S. (2014). *Business research methods* (Twelfth edition). New York, NY: McGraw-Hill/Irwin.
- Malhotra, N. K., & Birks, D. F. (2007). *Marketing research: an applied approach* (3. ed). Harlow: Financial Times Prentice Hall.
- Poynter, R. (2010). *The handbook of online and social media research: tools and techniques for market researchers*. New York: Wiley.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.



MBA HA- 207: LEGAL FRAMEWORK FOR HEALTH CARE –I

03 Credits

Learning Outcomes:

1. Students will be able to learn about various relevant laws applicable to hospitals in India.
2. Students will be able to understand the medico legal aspect associated with practice of medicine in hospitals.
3. Students will be able to understand the legal aspects in day to day administration of the hospital.

UNIT I

Professional Code of Conduct, Ethics and Etiquettes: IMC (Professional Conduct ,Etiquette and Ethics) Regulations 2002; Doctor- Patient Relationship: Ethical/ Legal Aspects; Code of Ethics for Nurses in India; Code of Professional Conduct for Nurses in India, IMC Regulations 2002- The Disciplinary Procedure.

UNIT II

Law Governing the Management of Patients: Consent in Medical Practice ;Medical Negligence; Management of MLCs ; Medical Records -Medico Legal Aspect; Issue of Medical Certificates;

UNIT III

Issues Related to Management of HIV/ AIDS Cases in Hospitals; Regulations for Treatment of Foreign Nationals in Indian Hospitals; Free Treatment of Patients from Economically Weaker Sections; Professional Indemnity Policy ; Discharge of Patients & Settlement of Bills .

UNIT IV

LAMA Cases; Termination of Pregnancy- Act ,1971& Rules, 2003; Transplantation of Human Organs; Safe Treatment & Procedure; Performance of Surgical/ Other Interventional Procedures by Foreign Doctors in India.

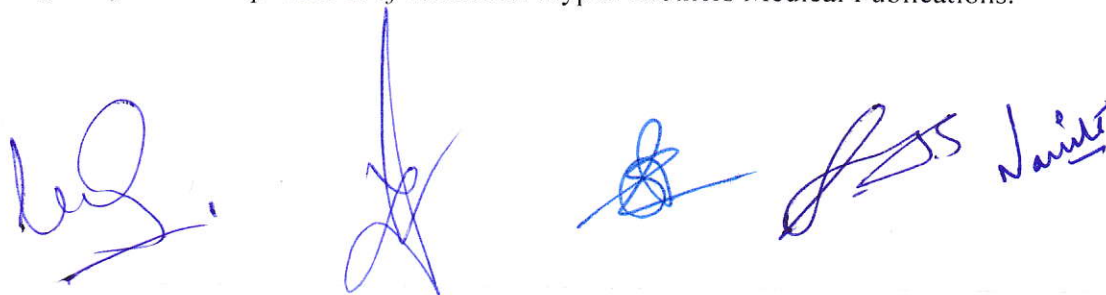
UNIT V

Laws Governing Professional Education & Training: Indian Medical Degree Act, 1916; Pharmacy Act, 1948;

Laws Governing Management of Medical Store Equipment & Blood Transfusion: The Drugs and Cosmetics Act ,1940; The Drugs (Control) Act, 1950: Rules for Blood Banks.

Suggested Readings:

Joshi,S. K. (2010). *Law and practices of medicine*. Jaypee Brothers Medical Publications.



MBA HA-301: HUMAN RESOURCE MANAGEMENT

03 credits

Learning Outcomes:

After passing the course students will be able to:

1. Measure - Employee Involvement, Diversity, Competencies, Absenteeism, Employee Turnover, Employee Retention, Job Satisfaction, Employee Loyalty, Employee Commitment, Stress and Performance.
2. Develop and use HR Metrics.
3. Write a Job Advertisement.

UNIT I

The Dynamic Environment of HRM: Introduction, Functions, Scope and Significance of HRM; Human Capital in Organizations; Managing Human Resources in Organizations; HR Management Roles; Effects of Technology on HRM; Workforce Diversity; Continuous Improvement Programme; Employee Involvement; Measuring Employee Involvement; HR Management Competencies and Careers; Best HR Practices of Top Business Organizations in India.

HR Metrics: Measuring - Employee Involvement, Diversity, Competencies.

UNIT II

Assessing the Internal Workforce: Jobs and Skills Audit, Organizational Capabilities Inventory, Using a Skills Database;

Forecasting HR Supply and Demand: Forecasting Methods and Periods, HR On-the-Job Discovering what works with a "Skills Database", Forecasting the Demand for Human Resources, Forecasting the Supply of Human Resources;

Measuring Effectiveness using HR Metrics: Developing and using HR Metrics, Measures of Strategic HR Effectiveness, HR Measurement and Benchmarking, HR Audit.

UNIT III

Organization/Individual Relations: The Psychological Contract, Generational Differences.

Job Satisfaction, Loyalty, and Commitment: Loyalty and Organizational Commitment, Individual Employee Performance, Individual Performance Factors, Individual Motivation, Management Implications for Motivating Individual Performance.

Retention of Human Resources: Myths about Retention, Why People Stay or Leave, **Drivers of Retention:** Characteristics of the Employer, Job Design/Work, Career Opportunities.

Employee Absenteeism: Types of Absenteeism, Controlling Absenteeism; **Employee Turnover:** Types of Employee Turnover; Turnover and "Churn".



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HR Metrics: Measuring - Absenteeism, Employee Turnover, Employee Retention, Job Satisfaction, Employee Loyalty and Employee Commitment.

UNIT IV

Jobs and Job Analysis: Nature of Job and Work; Position Analysis Questionnaire; The Multifaceted Nature of Job Analysis **Workflow Analysis:** Technology and Workflow, Business Process Re-engineering; **Job Design/Re-Design:** Classic Approaches to Job Design, Characteristics of Jobs, Using Teams in Jobs, Types of Teams, Advantages and Disadvantages of Team Jobs.

Nature of Job Analysis: Task-Based Job Analysis, Competency-Based Job Analysis, Choosing a Job Analysis Approach; **Job Analysis Methods:** Observation, Interviewing, Questionnaires, Computerized Systems; **Behavioural Aspects of Job Analysis:** “Inflation” of Jobs and Job Titles, Employee and Managerial Anxieties, Current Incumbent Emphasis; **Legal Aspects of Job Analysis :** Job Analysis and Wage/Hour Regulations; Job Descriptions and Job Specifications; **Job Specifications :** Performance Standards, Job Description Components.

HR Metrics: Writing a Job Advertisement.

UNIT V

Recruitment and Selection: Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; Online Recruiting; Recruitment Alternatives; **Foundation of Selection:** Selection Process; Recruitment and Selection Process of Top Business Organisations in India;

Establishing the Performance Management System: Introduction; Purpose; **The Appraisals Process:** Appraisals Methods; Evaluating Absolute Standard; Relative Standard Methods; Factors that can Distort Appraisals; Comparing Performance Appraisal Methods of Top Business Organisations in India.

Stress Management: Models, Types, Techniques and Interventions of Stress Management.

HR Metrics: Measuring – Stress, Performance

Suggested Readings:

Decenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of human resource management*. John Wiley & Sons, Inc.

Mathis, R. L., & Jackson, J. H. (2008). *Human resource management*. Thomson South-Western.

Rao, P. (2014). *Essentials of human resource management and industrial relations*. Himalaya Publishing House.



MBA HA-302: DISASTER AND HAZARD MANAGEMENT

03 Credits

Learning Outcomes:

1. Students will be able to identify and assess disasters in community.
2. Students will be able to set forth policies and procedures for disaster preparedness and to prepare a disaster plan for a hospital.

UNIT I

Disaster and Hazard: Definition, Nature, Global Dimensions, Predictability and Epidemiology; Increasing Understanding of Disasters in India;

Disaster Management: Basics, Steps, Hazard, Risk, Vulnerability and Capacity Analysis; Institutional Mechanism of Disaster Management in India.

UNIT II

Disaster Preparedness: Aims, Objectives and Measure;

Medical Preparedness: Models, Phases and Use of Technology;

Disaster Plan: Planning, Implementation, Components – Pre Hospital and Hospital, Practical Arrangements.

UNIT III

Role of Various Agencies in Disaster Management; National Accident Policy;

Community Participation: Awareness, Education, Training. Victims Psychology, Community Health; Public Relations Networking and Public Health Issues and Sanitation.

UNIT IV

Emergency Medical Services: Warning, Rescue, Triaging, Clinical Care, Documentation Transportation , Mock Exercises, Ambulance Services, Air Medical Transport, Emergency Medicine, Nursing Care, Quality Care; Telemedicine ; Improvement of OT's.

UNIT V

Hospital Hazard: General Safety and Security, Infrastructure Safety, Food and Nutrition Safety, Patients Safety, Drinking Water Safety, Fire Safety, Patient Safety, IT Safety, Environmental Safety; Management of Terrorism Attack.

Suggested Readings:

Dhawan, Nidhi & Khan, A.S. (2012). *Disaster management & preparedness*. CBS Publication.

Sonopant, G. (2012). *Disaster management for health care professional*. JP Medical.

Roy, Suresh. (2010). *Nurses role in disaster management*. CBS Publishers.

Mehta, Arjun & Culley. (2016). *Emergency medicines*. Jaypee Brothers Medical Publishers.

Schemitt, D. Gold & Bonvino, R. (2009). *Medical disaster response*. CRC Press.

Narain

MBA HA- 303: EQUIPMENT PLANNING AND MANAGEMENT

03 Credits

Learning Objectives:

1. Students will be able to promote safe and effective use of medical equipment by staff and physicians.
2. Students will be able to ensure that medical equipment used for the care of patients at the hospital, performs within accepted medical equipment standards.
3. Students will be able to ensure medical equipment used within the hospital and its clinics is maintained within specifications to ensure its safe operation and readiness for use when needed.

UNIT I

Concept of Hospital Equipment; List of Common Medical Equipments used in Hospital; Justification of Purchase Proposal; Hospital Need Assessment.

UNIT II

Equipment Selection Guideline; Estimation of Cost and Q.C.Planning; Purchasing, Installation and Commissioning of Medical Equipments.

UNIT III

Replacement of Old Equipments and Buyback Policy; Estimation of Break Even Point and Profit Projection of Hospital Budget.

UNIT IV

Medical Equipment Maintenance (In –House and AMC); Local, National and International Availability of Medical Equipments.

UNIT V

Utilization of Equipments; Important Factors affecting Utilization of Equipments; Quality Assurance; Equipment Management Information System; Decommissioning and Disposal of Equipments, Equipment Audit.

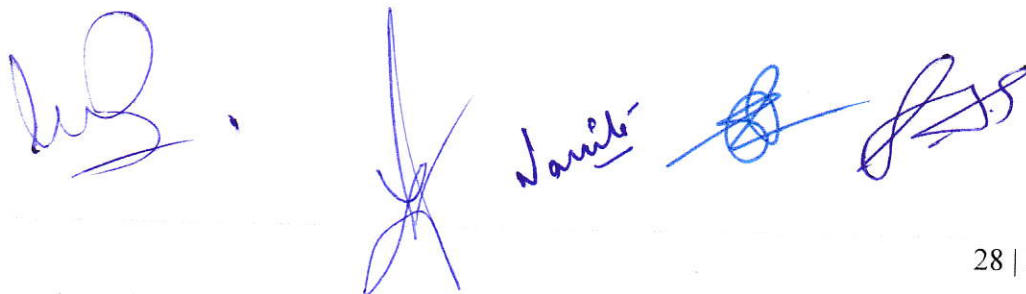
Suggested Readings:

Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.

Joshi, D.C & Joshi, Mamta. (2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Gupta, Shakti & Kant, Sunil. *Hospital stores management*. Jaypee Brothers Medical Publishers.

Joshi, S.K. *Quality management in hospitals*. Jaypee Brothers Medical Publishers.



MBA HA-304: PLANNING AND ORGANIZATION OF UTILITY SERVICES

03 Credits

Learning Outcomes:

1. Students will be able to understand the planning and organization of utility services in the hospital.

UNIT I

Introduction of Utility Services, Factors Affecting Utility Services, Major Utility Services Required in Hospitals.

Engineering Services: Overview, Function, Location, Design, Organization and Problem Situations.

UNIT II

Maintenance Management : Overview, Classification of Hospital Area, Essential Equipment, Types of Maintenance Work, Policies & Procedures, Work , Priority & Guidelines, Hospital Equipment Control System, Guidelines for Selecting & Maintaining Hospital Equipment.

Clinical (Biomedical) Engineering: Overview, Function, Location, Design, Organization, Instrumentation, Evaluation.

UNIT III

Electrical System: Overview, Design, Planning, Emergency Generators, UPS.

Air Conditioning System: Overview, Design Criteria for Certain Specialty Areas.

Water Supply & Sanitary System: Water Supply, Sources of Water Supply, Water Requirement of Hospital, Design Elements, Planning, Hot Water Supply, Steam; Drainage System; Sewage Treatment Plant.

UNIT IV

Centralized Medical Gas System: Overview, Central Supply Room: Manifold Room, Advantages of Centralized Medical Gas System, Oxygen & Nitrous Oxide, Vacuum (Suction), Compressed Air, Pipes, Precautions and Controls, Alarm System, Safe Handling of Gases.

Communication System: Telephone System, ISDN, Telemedicine, Teleconsulting and Net Telephony, Nurse Call System, Public Address System, Television & CCTV.

UNIT V

Hospital Environment Control: Infection Control, General Environmental Control, Radiological Health, Accidental Injury Prevention, Occupational Health.

Transportation: Overview, Elevator, Lift & Dumbwaiter, Stairways & Ramps, Ambulance Services.

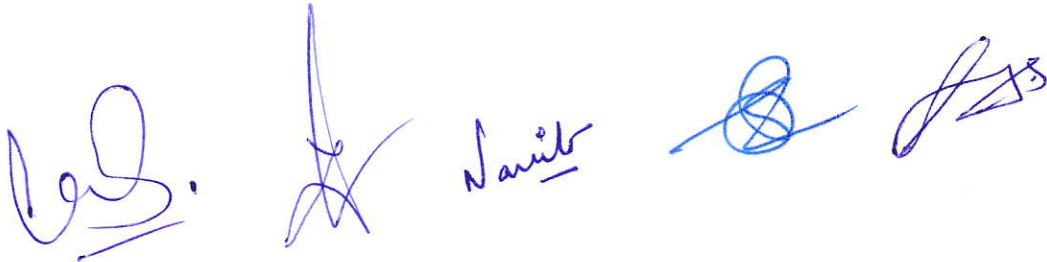
Planning and Designing of Public Areas & Staff Facilities.

Suggested Readings:

Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.



Joshi,D.C & Joshi,Mamta.(2009). *Hospital administration*. Jaypee Brothers Medical Publications.



The image contains five distinct handwritten signatures in blue ink, arranged horizontally. From left to right: the first is a stylized cursive signature; the second is a signature with a prominent vertical stroke; the third is the name 'Narita' written in a simple, slightly slanted font; the fourth is a signature featuring a circular loop; and the fifth is a signature with a sharp, angular ending.

MBA HA- 305: PLANNING AND ORGANIZATION OF MEDICAL AND ANCILLARY SERVICES

03 Credits

Learning Outcomes:

1. Students will be able to understand various aspects of planning, organization, operating and evaluation of clinical services in the hospital.

UNIT I

Overview, Functions, Location, Design, Facilities, Organization, Space Requirement and Other Considerations of: Outpatient Services; Emergency Services; Clinical Laboratories; Diagnostic Radiological Services; Radiation Therapy Department; Nuclear Medicine Department.

UNIT II

Overview, Functions, Location, Design, Facilities, Organization, Space Requirement and Other Considerations of : Inpatient Department; Isolation Rooms; Intensive Care Unit; Coronary Care Unit.

UNIT III

Overview, Functions, Location, Design, Facilities, Organization, Space Requirement and Other Considerations of: Surgical Department; Labour and Delivery Suite; Physical Medicine and Rehabilitation Department; Blood Transfusion Services.

UNIT IV

Overview, Functions, Location, Design, Facilities, Organization, Space Requirement and Other Considerations of: Physical Therapy Unit; Occupational Therapy Unit; Recreational Therapy Unit; Speech and Hearing Therapy Unit; Pulmonary Medicine Department.

UNIT V

Overview, Functions, Location, Design, Facilities, Organization, Space Requirement and Other Considerations of: CATH Lab; Cancer Unit; Transplantation Unit; Renal Dialysis Unit.

Suggested Readings:

- Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.
- Joshi, D.C & Joshi, Mamta. (2009). *Hospital administration*. Jaypee Brothers Medical Publications.
- Sakharkar, B.M. (2009). *Principles of hospital administration and planning*. Jaypee Brothers Medical Publication.



MBA HA-306: HOSPITAL SUPPORTIVE SERVICES

03 Credits

Learning Outcomes:

1. Students will be able to understand the necessity of architecture, planning and organization of various supportive services in a hospital.

UNIT I

Introduction of Supportive Services, Need and Significance, Types and Functions.

Overview, Function, Location, Design, Facilities, Organization, Space Requirements and Other Considerations of: Admitting Department; Central Sterilization and Supply Department (CSSD).

UNIT II

Overview, Function, Location, Design, Facilities, Organization, Space Requirements and Other Considerations of: Medical Record Organization and Management, Computerization of the Medical Records; Mortuary and Autopsy Management.

UNIT III

Overview, Function, Location, Design, Facilities, Organization, Space Requirements and Other Considerations of: Pharmacy; Hospital Stores.
Materials Management with Special Reference to Hospital Supportive Services.

UNIT IV

Overview, Function, Location, Design, Facilities, Organization, Space Requirements and Other Considerations of: Food Service Department-Dietary Services and Cafeteria Services; Laundry and Linen Services; Hospital Library.

UNIT V

Overview, Function, Location, Design, Facilities, Organization, Space Requirements and Other Considerations of: Housekeeping Services; Volunteer Department; Public Relations Department in Hospital.

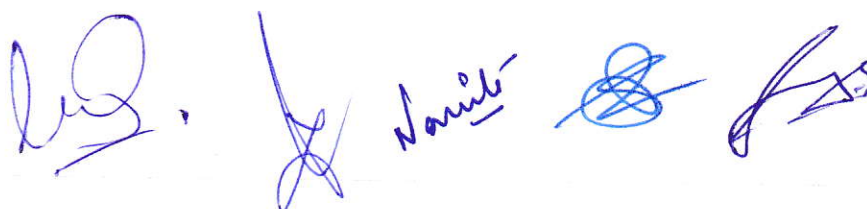
Suggested Readings:

Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.

Sharma, Madhuri. *Essentials of hospital support services and physical infrastructure*. Jaypee Brothers Medical Publishers.

Joshi, D.C & Joshi, Mamta. (2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Natrajan, Sangeetha. *Hospital supportive services*. Excel Book.



MBA HA-307: NURSING SERVICES

03 Credits

Learning Outcomes:

1. To study the need and importance of nursing administration in health care delivery.
2. Students should be able to learn the role and responsibilities of nursing in promoting health, preventing disease, and collaborating with interprofessional colleagues to provide health care to individuals, families, groups, and populations.

UNIT I

Introduction to Nursing: Evolution of Nursing, Domain of Nursing, Nursing as a Profession, Caring in Nursing, Nursing Functions; Nurse-Doctor Relationship and Nurse-Patient Relationship.

UNIT II

Leadership in Nursing: Concept, Styles, Current Views of Leadership in Nursing. Nurse as a Manager; Nursing Management Systems; Discipline in Nursing.

UNIT III

Nursing Organization Structure; Staffing Norms in Various Types of Hospitals and in Different Departments; Evaluation of Nursing Services.

UNIT IV

Legal Implications in Nursing Practice; Nursing Information System; Current Issues in Nursing; Future Nursing and its Implications.

UNIT V

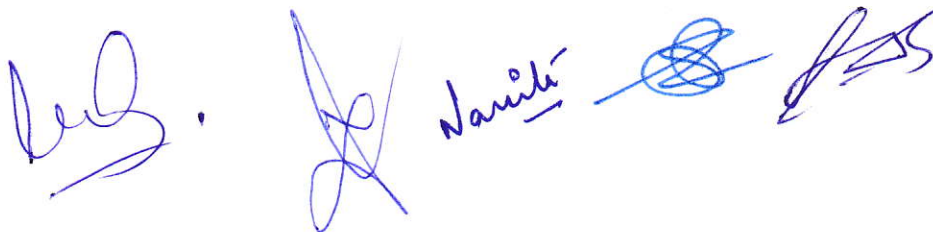
Overview, Functions, Location, Design, Facilities, Organization, Space Requirement and Other Consideration of: General Nursing Unit; Pediatric Nursing Unit; Obstetrical Nursing Unit; Psychiatric Nursing Unit.

Suggested Readings:

Basavanthappa, B.T. (2009). *Nursing administration*. Jaypee Brothers Medical Publishers.

Perry, Potter. *Fundamentals of nursing*. Reed Elsevier India.

Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.



MBA HA-401: STRATEGIC MANAGEMENT

03 Credits

Learning Outcomes:

1. Identify the factors that impact strategic decision-making implementation and evaluation.
2. Conduct an organizational resource-based situational analysis, including a comprehensive environmental scan.
3. Develop comprehensive business strategies by identifying strategic options, including a “what-if” scenario analysis to evaluate action alternatives, make strategic decisions, and choose strategic options.
4. Evaluate corporate competitive positions and develop an understanding of the global marketplace and its impact on strategic analysis.
5. Evaluate strategic decisions, findings, conclusions, recommendations, and outcomes as demonstrated in effective, professional, and executive style written presentations.

UNIT I

Introduction: Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making: Mintzberg’s Modes of Strategic Decision Making, Strategic Decision-Making Process, The Strategic Audit: Aid to Strategic Decision-Making and Global Competitiveness.

UNIT II

Environmental Scanning: Industry Analysis, Competitive Intelligence, A Resource-Based Approach to Organizational Analysis, Core and Distinctive Competencies, Using Resources to Gain Competitive Advantage, Determining the Sustainability of an Advantage, Business Models, Value-Chain Analysis, Scanning Functional Resources and Capabilities, Basic Organizational Structures.

UNIT III

Strategy Formulation: Situation Analysis and Business Strategy: Situation Analysis: SWOT Analysis; Generating a Strategic Factors Analysis Summary (SFAS); Matrix; Finding a Propitious Niche; Review of Mission and Objectives; Generating Alternative Strategies by using a TOWS Matrix; Business Strategies; Porter’s Competitive Strategies; Nature of Competitive Advantages and Sustainability.

UNIT IV



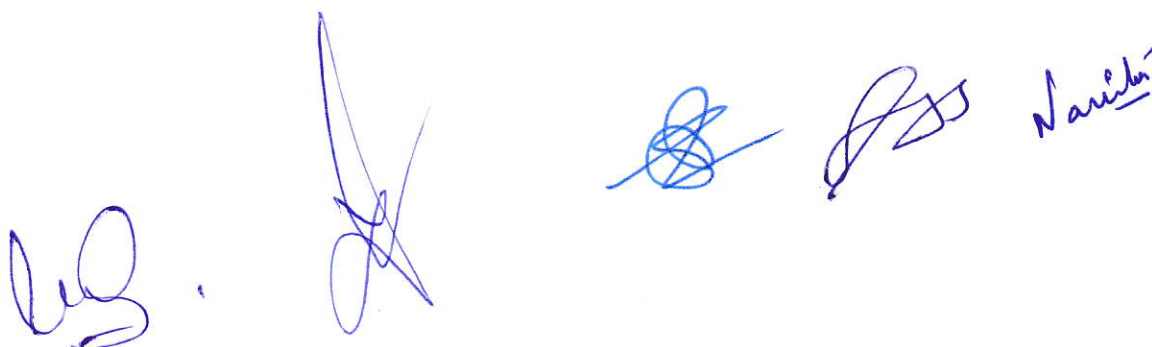
Strategy Formulation: Corporate Strategy: Different Levels of Strategy. Low Cost, Differentiation and Focus Strategies. Corporate Strategy; Directional Strategy; Growth Strategies; Stability Strategies; Retrenchment Strategies; Portfolio Analysis; BCG Growth-Share Matrix; GE Matrix; Horizontal Strategy and Multipoint Competition.

UNIT V

Strategy Implementation: Who Implements Strategy?; Structure Follows Strategy; Stages of Corporate Development; Organizational Life Cycle; Advanced Types of Organizational Structures; Reengineering and Strategy Implementation; McKinsey 7S Strategy; Six Sigma; Designing Jobs to Implement Strategy; Functional Strategy; Marketing Strategy; Financial Strategy; Research and Development (R&D) Strategy; Operations Strategy; Balance Scorecard and Strategy Map.

Suggested Readings:

- Grant, R. M., Grant, R. M., & Grant, R. M. (2005). *Cases to accompany contemporary strategy analysis fifth edition*. Malden, MA: Blackwell Publishing.
- Hitt, M. A., Freeman, R. E., & Harrison, J. S. (Eds.). (2005). *The blackwell handbook of strategic management*. Oxford, UK: Blackwell Publishing Ltd.
<https://doi.org/10.1111/b.9780631218616.2006.x>
- Huff, A. S. (Ed.). (2009). *Strategic management: logic & action*. Hoboken, NJ: John Wiley & Sons.
- Hussey, D. E. (1998). *Strategic management: from theory to implementation* (4th ed). Oxford ; Boston: Butterworth-Heinemann.
- Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: how to create uncontested market space and make the competition irrelevant*. Boston, Mass: Harvard Business School Press.
- Lynch, R. L. (2006). *Corporate strategy* (4th ed). Harlow, England ; New York: FT/Prentice Hall.
- Wheelen, T. L., & Hunger, J. D. (2012). *Strategic management and business policy: toward global sustainability* (13th ed). Upper Saddle River, N.J: Pearson Prentice Hall.

The image shows five handwritten signatures in blue ink. From left to right: a signature that appears to be 'WJ', a signature that appears to be 'AK', a signature that appears to be 'S', a signature that appears to be 'PS', and a signature that appears to be 'Narinder'.

MBA HA- 402: LEGAL FRAME WORK FOR HEALTHCARE – II

03 Credits

Learning Outcomes:

1. Students will be able to learn about various relevant laws applicable to hospitals in India.
2. Students will be able to understand the medicolegal aspect associated with practice of medicine in hospitals.
3. Students will be able to understand the legal aspects in day to day administration of the hospital.

UNIT I

Laws Governing Environmental Protection: Environmental Protection Act and Rules 1986; Water Act 1974; Noise Pollution; Radiation Protection –Disposal of Radioactive Waste.

Laws Governing Biomedical Research: Ethical Guidelines for Biomedical Research on Human Subject, 2000.

UNIT II

Income Tax Act 1961

Insurance: Concept, Evolution of Insurance, Insurance Distribution in India, IRDA.

Health Insurance: Concept, TPA, Problems Faced by Hospitals, Measures to Minimize the Problems.

UNIT III

Public Health Laws: Notifiable Infectious Diseases; Registration of Birth and Death Act 1969; Prohibition of Smoking in Public Places 2008.

Laws Governing the Safety of Patients, Staff and Public: Patient Safety Management Programme; Credentialing and Privileging the Staff.

UNIT IV

Rights and Responsibilities of Patients: Rights of the Patients; Responsibilities of the Patients; Redressal of Patient's Grievances.

Emerging Ethical/Legal Issues.

Unethical /Criminal Activities.

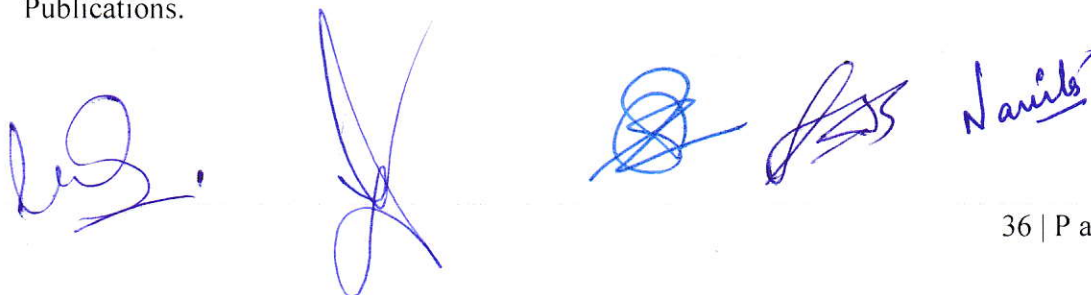
UNIT V

Regulations Applicable to Professional Misconduct: Privileged Communication; Law of Torts; Indian Contract Act; Consumer Protection Act 1986.

Suggested Readings:

Joshi,S. K.(2010). *Law and practices of medicine*. Jaypee Brothers Medical Publications.

Joshi,D.C & Joshi,Mamta.(2009). *Hospital administration*. Jaypee Brothers Medical Publications.



MBA HA-403: QUALITY MANAGEMENT IN HOSPITALS

03 Credits

Learning Objectives:

1. Students will be able to understand the reasoning and the importance behind the requirements for Quality management/improvement programs in the health care environment.
2. Students will be able to understand the need for and development of standards for accreditation of health care entities.

UNIT I

Concept of Quality and Quality Management; Evolution and Components of Quality Management; Principles of Quality Management; International Society for Quality in Health Care; Cost of Quality.

UNIT II

Quality Assurance: Concept of Quality Assurance in Health Care, Four Tenets of Quality Assurance, Process, Purpose and Methods.
Quality Control; Hospital Quality Manual.

UNIT III

ISO: Concept, Meaning, Benefits and Membership, ISO 9000 & ISO 14000 for Hospitals and Health Care Professionals.

TQM: Concept of TQM and TQM Programme in Hospital
Continuous Quality Improvement (CQI); PDSA Cycle; Six Sigma Orientations.

UNIT IV

Accreditation of Hospitals: Principle, Potential Benefits and Costs; Dimensions of Quality in Medical, Nursing Services & Patient Satisfaction.

Hospital Accrediting Organizations: JCAHO; NABL; NABH; JCI; BIS (Assessment Criteria for Accreditation, Appeal and Process of Accreditation).

UNIT V

Approaches to Evaluation of the Success of Quality Management in Health Care; Role of Quality Council of India (QCI); Quality Circle; Clinical Audit.

Suggested Readings:

Joshi ,S.K. *Quality management in hospitals*. Jaypee Brothers Medical Publishers.

Joshi,D.C & Joshi,Mamta.(2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Sakharkar,B.M.(2009). *Principles of hospital administration and planning*. Jaypee Brothers Medical Publication.



MBA HA-404: DRUG MANAGEMENT

03 Credits

Learning Objectives:

1. Students will be able to understand the importance of drug management and the main elements of drug management cycle.
2. Students will be able to become familiar with and correctly use various management support tools, and apply security measures for the drug store
3. Students will be able to learn about the ethical & professional behavior and laws related to pharmacy practice.

UNIT I

Introduction to Drug Management : Drug, Management, Need to Manage Drugs, Drug Management Cycle; Classification of Drugs; Generic Drugs; Banned Drugs; Spurious Drugs; Narcotic Drugs; Routes of Drug Administration; Roles and Responsibilities of Pharmacist.

UNIT II

Selection of Drug: Criteria for Selection of Drugs, Basis for Drug Selection

Drug Procurement: Estimation of Drug Requirement, Determining Drug Types and Quantity, Delivery Time, Monthly Consumption, Request Indicator, Quantity to be Requested.

Storage of Drugs: Proper Drug Storage, Storage Environment, Arrangement of Drugs on Shelves, The Storeroom, The Dispensary.

Inventory Control: Two Bin System, Cyclic System.

UNIT III

Drugs Distribution: Dispensing Drugs to Patients, Packaging of Drugs for Patients; Pharmacy and Therapeutic Committee; Hospital Formulary; Rational Use of Drugs; Prescription Audit; Computerized Drug Management System; Disposal of Drugs; Drug Quality Assurance; Handling of Drugs.

UNIT IV

Drug Stock Management Support Tools: Consumption Records at Store and Dispensary Level, Discrepancies, Current Capital Situation Card, Storage of Documents; Security Measures in the Dispensary.

Supervision of Store: Role of Supervision, Role of Health Committee.

UNIT V

National Drug Authority; Pharmaceutical Policy; Pharmacy Licenses; Narcotic License.

IPC Sections: IPC section 274 -Adulteration of Drugs, IPC section 275-Sales of Adulterated Drug, IPC section 276-Sales of Drug as Different Drug Preparations, IPC section 284 - Negligent Conduct with Respect to Poisonous Substances.

Suggested Readings:

Joshi, D.C. & Joshi, Mamta. (2009). *Hospital administration*. Jaypee Brothers Medical Publications.

Tripathi, K.D. *Essentials of medical pharmacology*. Jaypee Brothers Medical Publishers.

<http://apps.who.int/medicinedocs/pdf/s7919e/s7919e.pdf>



MBA-HA 405: HOSPITAL WASTE MANAGEMENT

03 Credits

Learning Outcomes:

1. The students will be able to describe the types of waste produced in healthcare settings.
2. The students will be able to identify appropriate personal protective equipment to handle regulated medical waste.
3. The students will be able to learn rules and regulations regarding segregation, collection and disposal of hospital waste.

UNIT I

Hospital Waste: Definition, Classification, Categories, Sources, Routes, Associated Diseases, Risks, Control of Hazards, Associated Problems in India; Need, Objective and Importance of Bio Medical Waste Management Programme in Health Care Facilities; Steps in Management of BMW.

UNIT II

Hospital Waste Management Programme: Survey, Generation, Segregation, Collection, Storage, Transformation, Treatment- Modern Technologies, Disposal of Waste; Managerial and Ethical Issues to BMW Management Programme.

UNIT III

Safety and Protective Measure: Principles of Safe Handling, Personal Protective Devices and other Protective Measures, Occupational Safety. Training for Doctors, Nurses, Nodal Officers and Waste Management Analyzers; Biomedical Waste Management and Handling Rules 2016 and Amendments', 2018.

UNIT IV

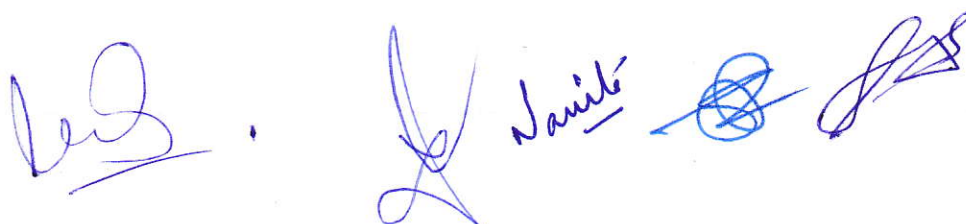
BMW from Administrative Point: Budget, Health Checkup, Insurance; Regulatory Authorities in India- Awareness and Education; Environment Friendly Hospitals; National Guidelines for Hospital Waste Management-2011; Monitoring for Hospital Waste Management.

UNIT V

Managing Waste Water from Health Care Facilities; Water Prevention and Control of Pollution Act. 1974; Protection and Disposal of Radioactive Waste; 3R's and Approach towards BMW Management.

Suggested Readings:

- Bahera, P.K. (2009). *Sustainable bio-medical waste management*. Dominant Publishers & Distributors.
- Sahay, Sushma. (2009). *Bio-medical waste management*. APH Publishing Corporation.
- Singh, Anant. Preet & Kaur, Sukhjit.(2012). *Bio-medical waste disposal*. Jaypee Brothers Medical Publishers.



MBA HA- 406: HEALTH ECONOMICS

03 Credits

Learning Outcomes:

1. Students will be able to analyze issues in utilization of health services from an economic perspective.
2. Students will be able to apply economics principles in health sector.
3. Students will be able to develop critical understanding of micro/macroeconomics concepts in healthcare.

UNIT I

Health Economics: Concept and Need of Health Economics.

Demand for Health Care: Experiments on Demand for Health Care, Measuring Price Sensitivity with Elasticities, Price of Health Care Affecting Health.

UNIT II

Demand for Health: The Grossman Model; Socioeconomic Disparities in Health- The Pervasiveness of Health Inequality.

Supply of Health Care: Physician Induced Demand; The Hospital Industry-The Rise and Decline of Modern Hospital, The Relationship between Hospitals and Physicians, The Relationship between Hospitals and Other Hospitals, Nonprofits and Hospital Production, Relationship between Hospitals and Payers.

UNIT III

Information Economics: Demand for Insurance-Uncertainty, Risk Aversion, Uncertainty and Insurance, Comparing Insurance Contracts.

Adverse Selection: Akerlof's Market for Lemons-Intuition behind Market for Lemons, Formal Statement of Akerlof's Model.

UNIT IV

Health Policy: Health Policy Conundrum-Arrow's Impossibility Theorem, Health Policy Trilemma, Working of Health Insurance Markets, Regulation of Health Care Providers, Comparing National Health Policies; Bismarck Model: Social Health Insurance.

UNIT V

Public Health Economics: The Economics of Health Externalities-Externalities in Health, Pigouvian Subsidies and Taxes, The Coase Theorem, The Economics of Organ Transplantation; Economic Epidemiology-The Demand for Self-Protection, The Sir Model of Infectious Disease, Application of Economic Epidemiology.

Suggested Readings:

Bhattacharya, Jay. Hyde, Timothy & Tu, Peter. (2014). *Health economics*. Palgrave MacMillan publication.

The image shows five handwritten signatures in blue ink. From left to right: a large, stylized signature; a signature that appears to be 'J'; a signature that appears to be 'P'; a signature that appears to be 'T'; and a signature that appears to be 'Jay' with a flourish.

MBA HA- 407: HOSPITAL PLANNING

03 Credits

Learning Outcomes:

1. Students will be able to learn various aspects of planning and commissioning of different types of hospitals.
2. Students will be able to understand hospital utilization statistics and its use in planning and designing a hospital.
3. Students will be able to learn about the laws applicable to commissioning of hospitals.

UNIT I

Aim of Planning, Guiding Principles in Hospital Planning; Regionalization of Hospital Services; Stages in Hospital Planning; Hospital Utilization Statistics; Assessment of the Extent of Need for Hospital Services.

UNIT II

Hospital Planning Team; Choosing a Site; Master Plan in its Totality; Zonal Distribution and Interrelationship of Departments; Gross Space Requirements; Circulation Routes; Distances, Compactness, Parking, Landscaping & Visual Impact; Climatic Consideration in Design; Preparation of the Functional Brief – Architect's Brief, Drawings and Sketches, Project Cost.

UNIT III

Planning the Hospital Building-Principles and Guidelines; Building Contract and Contract Documents; Furnishing and Equipping the Hospital; Staff Recruitment and Selection; Ready to Operate Stage; Commissioning of the Hospital; Scheduling the Sequence of the Services; Inauguration of Hospital.

UNIT IV

General Laws Applicable to Commissioning of Hospitals:

Delhi Municipal Corporation Building Bye Laws 2005; Building Requirement for Radiation Safety; Indian Electricity Rules 1956; Regulations Governing the Installation of Lifts/Escalators.

UNIT V

Indian Boilers Act 1923; Safety of Centralized Gas and Vacuum Supply Services; Petroleum Rules 2002; Fire Safety Regulations; Registration of Hospital/Nursing Homes; Hospital Code of Ethics.

Suggested Readings:

- Sakharkar, B.M. (2009). *Principles of hospital administration and planning*. Jaypee Brothers Medical Publication.
- Kunders, G. D. (2004). *Facilities planning and management*. Tata McGraw Hill.
- Joshi, S. K. (2010). *Law and practices of medicine*. Jaypee Brothers Medical Publications.
- Joshi, D.C & Joshi, Mamta. (2009). *Hospital administration*. Jaypee Brothers Medical Publications.

