

UNIVERSITY OF KOTA
SCHEME OF EXAMINATION

AND

COURSES OF STUDY

Department of Commerce and Management

Faculty of Management

M.B.A in Hospital Administration

First Year(July 2021-June 2022)

Second Year (July2022-June, 2023)

UNIVERSITY OF KOTA

MBS Marg, Near Kabir Circle, KOTA (Rajasthan)-324 005

INDIA

Edition: 2020

Course: The Course has been designed with a innovative syllabus with contemporary topics to provide Jobs in the Corporate World. The Student after completing MBA in Hospital Administration successfully will be able to be employable in the Corporate Jobs.

About Health care and Hospital Industry in India

Healthcare has become one of India's largest sectors - both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well private players.

The Indian healthcare sector is expected to reach US\$ 280 billion by 2020. Rising income level, greater health awareness, increased precedence of lifestyle diseases and improved access to insurance would be the key contributors to growth. The sector is expected to generate 40 million jobs in India by 2030.

100,000 jobs are expected to be created from AyusHAan Bharat, the National Health Protection Scheme. As of February 07, 2019, number of sub centres reached 168,216 and number of Primary Health Centres (PHCs) increased to 33,257 (Source: Indian brand equity foundation).

Career Opportunities

Indian healthcare is experiencing a new wave of opportunity. Providers are reinventing existing delivery models to bring healthcare closer to the patient.

Some of the entry level roles that get offered to MBA in hospital and healthcare are:

Consultant / Associate Consultant Quality Manager

Domain specialist – Healthcare Healthcare IT

Marketing executives Social Enterprises in Health

Hospital operations executive Health Insurance executive

Floor manager Medical Tourism Companies

Why MBA in Hospital Administration?

This course has been started with a view to develop professionals in the field of Hospital Administration through a comprehensive post-graduate degree program. Candidates of MBA in Hospital Administration course are qualified to manage diverse roles of leadership and administration in the Healthcare and Hospital sector. They are offered a wide area of opportunity to explore their skills through the growth and opportunities in this Sector. The course is a mix of theories, assignments and case studies which differs according to college norms. Candidates are taught diverse subjects like Financial Accounting, Marketing Management and Human Resource Management to give an insight into the workings of the system. The subjects in the first-year study of MBA are common to other streams in order to lay a strong foundation in fields of finance, marketing, Operations and Human resource as useful to Hospital Industry In the past, getting employed by a healthcare organization meant gaining clinical experience. Now, with more and more organizations trying to manage costs and keep up with legislation changes, the demand for healthcare management professionals is on the rise. Because management in the health and hospital sector is unique, there is an increased chance of getting hired as a manager or administrator with hospitals, clinics, practices, or other agencies with an MBA (HA).

Objectives:

- To generate managerial skills for dealing with Business.
- To locate, ensure, recognize and develop the enabling capabilities of students for management of Business.
- To develop skills in Students so that they are place able in the Industry

Duration of the Course:

The course MBA. In Hospital Administration shall consist of two academic years divided into four semesters.

Eligibility for Admission:

As per (Prospectus : 2019-2020, University of Kota, Kota)

Structure of the Programme:

The MBA (Management) programme consists of:

- (i) Core and Skill based courses of theory as well as practical papers which are compulsory for all students.
- (ii) Summer training/Field work which can be done in an organization (Government, Industry, Firm, Public Enterprise, etc.) approved by the Department.

Attendance:

Every teaching faculty handling a course shall be responsible for the maintenance of attendance Register for candidates who have registered for the course. The teacher of the course must intimate the Head of the Department at least seven calendar days before the last instruction day in the semester about the attendance particulars of all students. Each student should earn 75% attendance in the courses of a particular semester failing which he or she will not be permitted to appear in the End-Semester Examinations. However, it shall be open to the authorities to grant exemption to a candidate who has failed to obtain the prescribed 75% attendance for valid

reasons and such exemptions should not under any circumstance be granted for attendance below 65%.

Teaching Methodologies:

The classroom teaching would be through conventional lectures or power point presentations (PPT). The lecture would be such that the student should participate actively in the discussion. Student seminars would be conducted and scientific discussions would be arranged to improve their communicative skills. In the laboratory, instructions would be given for the experiments followed by demonstration and finally the students have to do the experiments individually.

Maximum Marks:

Maximum marks of a theory and practical paper shall be decided on the basis of their contact hours/credit per week. One teaching hour per week shall equal to one credit and carry 25 maximum marks and therefore, four teaching hours/credit per week shall carry 100 maximum marks for each theory paper/course. Each four contact hours per week for laboratory or practical work shall be equal to two credits per week and carry 25 maximum marks and therefore, sixteen teaching hours per week shall carry 100 maximum marks for laboratory or practical work.

Scheme of Examinations:

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

a) The assessment of the student for theory paper shall be divided into two parts in which first part is continuous assessment or internal assessment (30% of maximum marks) and second part is semester assessment or external assessment (70% of maximum marks). For practical papers there will be only one external assessment (100% of maximum marks). The internal assessment for each theory paper shall be taken by the teacher concerned in the Department during each semester. There will be two internal assessment tests each of 15% weightage, Theory papers in each semester. Internal assessment test shall be of one hour duration for each paper and shall be taken according to academic calendar notified by the University. Out of two internal assessment, one internal assessment test shall be written based examination whereas for second internal assessment, Department can exercise an option of either taking written test of one hour duration for each paper or can assess the candidate on the basis of his/her attendance (regularity), participation in departmental activities (i.e. seminars, workshops, fun - learning activities etc.) and PPT presentation or assignment on any topic of each paper given by teacher concerned. There will be no internal examination in the practical paper.

b) A student who remains absent (defaulter) or fails or wants to improve the marks in the internal assessment may be permitted to appear in the desired paper(s) (only one time) in the same

semester with the permission of the concerned Head of the Department. A defaulter / improvement fee of Rupees 250/- per paper shall be charged from such candidates. Duly forwarded application of such candidates by the teacher concerned shall be submitted to HOD who may permit the candidate to appear in the internal assessment after depositing the defaulter/improvement fee. A record of such candidates shall be kept in the Department.

c) The external assessment shall be of three hours duration for each theory paper and six hours duration for practical paper. The practical examination shall be taken by the panel of at least one external and one internal examiner at the end of each semester.

d) 'Student should qualify both internal & external assessment separately to pass the paper i.e. if candidate passes in external & fails in internal, the candidate has to reappear in internal & external exam of that paper. But if candidate passes in the internal & fails in the external, the candidate has to reappear in external exam of that paper and in internal examination he has option either to forward the obtained internal marks of that paper in the previous attempt (on the basis of the application submitted by the candidate and approval of Head of Department for the same) or can reappear in the internal examination if he want to improve his marks in that paper.'

e) The syllabus for each theory paper is divided into five independent units and each theory question paper will be divided into three sections as mentioned below:

Section-A shall have 01 compulsory question comprising 10 questions (maximum 20 words answer) taking two questions from each unit. Each question shall be of one mark and total marks of this section will be 10. This section will be compulsory in the paper.

Section-B will carry 25 marks with equally divided into five long answer type questions (answer about in 250 words) and examiners are advised to set two questions from each unit and students are instructed to attempt five questions by selecting one question from each unit.

Section-C will contain five long answer type questions. One compulsory question of 15 marks and four questions of 10 marks each. Students are instructed to attempt total three questions with one compulsory question (answer about in 500 words) of and any two more questions (answer about in 400 words) out of remaining four questions. Paper setter shall be instructed to design question paper covering from all five units.

f) The pattern of question paper of internal and external shall be as follows:

(A) Continuous or Internal Assessment:

30% weightage of Maximum Marks (30 Marks out of 100 Maximum Marks)

DEPARTMENT OF COMMERCE AND MANAGEMENT

UNIVERSITY OF KOTA, KOTA

First/Second Internal Test 20.....

Duration of Exam: 1.00 Hr Max. Marks: 15

Class: M.B.A Semester:

Subject: Paper:

No. of Students: Teacher:

Note: The question paper contains three sections as under:

Section-A : One compulsory question with 04 parts. Please give short answers in 20 words for each part.

Section-B : 02 questions to be attempted having answers approximately in 250 words.

Section-C : 01 question to be attempted having answer in about 500 words.

SECTION A

Q.1(a) 1

(b) 1

(c) 1

(d) 1

SECTION B

Q.2 3

Q.3 3

Q.4 3

Q.5 3

SECTION C

Q.6 5

Q.7 5

(B) Semester or External Assessment:

70% weightage of Max. Marks (70 Marks out of 100 Max. Marks)

Duration of Examination: 3 Hours Max. Marks: 70

SECTION-A: 10x1=10

(Answer all questions)

(Two question from each unit with no internal choice)

Q. No. 1

(i) 1 Mark

(ii) 1 Mark

(iii) 1Mark

(iv)..... 1 Mark

(v)..... 1 Mark

(vi)..... 1 Mark

(vii)..... 1 Mark

(viii)..... 1 Mark

(ix)..... 1 Mark

(x)..... 1 Mark

SECTION-B: 5x5=25

(Answer all questions)

(One question from each unit with internal choice)

(Maximum two sub-divisions only)

Q. No. 2.

Or

.....

5 Marks

Q. No. 3.

Or

.....

5 Marks

Q. No. 4.

Or

.....

5 Marks

Q. No. 5.

Or

.....

5 Marks

Q. No. 6.

Or

.....

5 Marks

SECTION-C: $1 \times 15 + 2 \times 10 = 35$

(Answer any three questions including compulsory Q.No. 7)

(Maximum four sub-divisions only)

Q. No. 7.	15 Marks
Q. No. 8.	10 Marks
Q. No. 9.	10 Marks
Q. No. 10.	10 Marks
Q. No. 11.	10 Marks

Distribution of Marks for Practical Examinations: Duration of Exam: 06 Hours Maximum
Marks: 100

S. No. Name of Exercise Marks

1. Viva-voce 70
2. Practical Record 30

Total Marks 100

Rules regarding determination of results:

Each semester shall be regarded as a unit for working out the result of the candidates. The result of the each semester examination shall be worked out separately (even if he/she has appeared at the paper of the lower semester along with the papers of higher semester) in accordance with the following conditions:

- a) The candidate shall be declared as pass in a semester examination, if he/she secures at least 40% marks in each theory paper separately in external & internal examination and 50% marks in each practical paper and at least 50% marks in project/dissertation with 50% aggregate marks in that semester.
- b) A candidate declared as fail/absent in one or more papers at any odd semester examination shall be permitted to take admission in the next higher semester (even semester) of the same academic session.
- c) A candidate may be promoted in the next academic session (odd semester) if he/she has cleared collectively at least 50% of the papers of both semesters of previous academic session with 50% of the aggregate marks. The candidate who does not fulfil the above condition will remain as an ex-student and will reappear in the due papers along with next odd/even semester exams.

- d) If any student who is provisionally admitted in higher odd semester but could not secure prescribed minimum marks in previous semesters will be treated as ex-student and his/her admission fee will be carry forwarded to the next odd semester of forthcoming academic session.
- e) If a candidate, who is declared as pass, wishes to improve his/her performance in the theory papers of previous semester, he/she may re-appear only one time in these papers in next odd/even semester examinations.
- f) Candidate shall not be permitted to re-appear or improve the marks obtained in the external examination of practical / dissertation in any condition.
- g) If the number of papers prescribed in a semester examination is an odd number, it shall be increased by one for the purpose of reckoning 50% of the papers for considering the student pass/fail. h) A candidate may be given only two additional chances for passing the semester thus maximum tenure for completing the two years' postgraduate course will be limited to four years, for three years postgraduate programme up to five years and so on.
- i) The grace marks scheme shall be applicable as per University norms.
- j) Any other matter not included above or any dispute related to the programme shall be decided by the Vice Chancellor. His/ Her decision will be final and binding to all aggrieved parties.

Classification of Successful Candidates:

The classification of successful candidates after last semester examination shall be as under:

Description of Marks Obtained Division / Result

80% and above marks in a paper. Distinction in that paper

A candidate who has secured aggregate

60% and above marks

First Division

A candidate who has secured aggregate

50% and above but less than 60% marks

Second Division

Proposed Syllabus

SEMESTER – I

MHA-101. Introduction to Hospital Management

MHA-102 Hospital Accounting & Finance

MHA-103 Hospital Personnel Management

MHA-104 Applied Marketing Science

MHA-105 Communication and Soft Skills

SEMESTER – II

MHA-201 Wellness and Medical Tourism

MHA- 202 Hospital Administrations and Front Office

MHA-203 Applied Strategic Management

MHA-204 Essentials of Health Economics

MHA-205 Hospital Facilities Management

SEMESTER – III

MHA- 301 Behavioral Science (Leadership and Organizational Behavior in Hospitals)

MHA-302 Quality Management and Patients' safety in Hospital

MHA-303 Branding and Advertising of Hospitals and Clinics

MHA-304 Hospital Information System and Analysis

MHA-305 DISSERTATION

SEMESTER IV

MHA-401 Logistic Management & Inventory control in Hospitals

MHA-402 Entrepreneurship in Hospital Industry

MHA-403 Legal framework and Ethics for Hospitals

MHA-404 Hospital Disaster and Risk Management

MHA-405 Visit to Hospital - Seminar

Pre Requisite:

Regular attendance and Active Participation during the course of the semester, Book and Literature surveys, Long Essays, Seminar and Presentations etc.

SEMESTER – I

Proposed Syllabus

MBA (HA) – FIRST YEAR

SEMESTER – I

MHA-101.Introduction to Hospital Management

MHA-102 Hospital Accounting & Finance

MHA-103 Hospital Personnel Management

MHA-104 Applied Marketing Science

MHA-105 Communication and Soft Skills

SEMESTER – II

MHA-201 Wellness and Medical Tourism

MHA- 202 Hospital Administrations and Front Office

MHA-203 Applied Strategic Management

MHA-204 Essentials of Health Economics

MHA-205 Hospital Facilities Management

MBA (HA) – SECOND YEAR

SEMESTER – III

MHA- 301 Behavioral Science (Leadership and Organizational Behavior in Hospitals)

MHA-302 Quality Management and Patients' safety in Hospital

MHA-303 Branding and Advertising of Hospitals and Clinics

MHA-304 Hospital Information System and Analysis

MHA-305 DISSERTATION

SEMESTER IV

MHA-401 Logistic Management & Inventory control in Hospitals

MHA-402 Enterpreurship in Hospital Industry

MHA-403 Legal framework and Ethics for Hospitals

MHA-404 Hospital Disaster and Risk Management

MHA-405 Visit to Hospital - Seminar

Pre Requisite:

Regular attendance and Active Participation during the course of the semester, Book and Literature surveys, Long Essays, Seminar and Presentations etc.

SEMESTER – I

MBA-(HA) – 101

Introduction to Hospital Management

This main objective of this subject is to make the students familiar with the fundamental basics of hospital and latest trends in the developed countries.

Unit – I

Hospital Management – Meaning, Importance, Hospital Planning – Meaning, Rationale, Types of plans, Planning process, Steps in hospital planning Process, MBO in hospitals – Need, Process, Advantages and limitations

Unit – II

Hospital Organization – Meaning, Structures, Organization Chart, Delegation Vs Decentralization, Departmentation, Organizational competence, Core competence, Strategic alliances, Hospital Management: Levels and roles, Planning and Organizing of Hospitals

Unit – III

New perspective in Hospital Management, National Health Programmes in India, International Health: WHO and Other United Nations Agencies

Unit – IV

Decision-making - Meaning and importance, Types – Process, Presentation on Contemporary issues

Unit – V

Types of Healthcare Organizations, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization, Case Study

REFERENCES:

- Elaine La Monica, “Management in Health Care” (Macmillan Press Ltd, London)
- 2) S. Srinivasan (ed.), “Management Process in Health Care” (Voluntary Health Association of India, New Delhi)
- Manisha Saxena, “Hospital Management” (CBS Publishers and Distributors)
- Joydeep Das Gupta, “Hospital Administration and Management: A comprehensive Guide” (Jaypee Brothers Medical Pub (p) Ltd.)
- 5)S.M. Jha, “Hospital Management” (Himalaya Publishing House)Hospital Accounting and Finance

MBA (HA) -102

Hospital Accounting & Finance

This course provides basic accounting knowledge and financial management. This includes principles, concepts, time value of money with the latest information and current news.

Unit – I

Introduction to Management Accounting - Origin, scope, functions and Principles, Indian Corporate Sector, Management Accounting, Hospital Finance: Fundamentals, Budgeting, and Costing- Need and Importance of Financial Discipline

Unit – II

Fundamentals and Scope of Accounting: Meaning, Concepts, Principles, Accounting Rules, Single and Double Entry System, Journal Entry, Bookkeeping, Ledger, Accounts Receivable and Accounts Payable, Payroll and Executive Remuneration, Trial Balance, Rectification of Errors, Asset Accounting and Depreciation, Reserves and Provisions

Unit – III

Financial Management–Introduction to finance, objectives of financial management–wealth Maximization, Changing role of finance managers, Organization of finance function, Time value of money, Basic Concepts: Liquidity, Profitability and Leverage

Unit – IV

Financial statement analysis & Ratio analysis, Comparative and common size financial statement Preparation and calculation of Fund Flow and Cash Flow statement Basic Cost Concept

Unit – V

Budgetary Control, Marginal cost- Cost-Volume-Profit Analysis and Profit planning, Activity based costing

REFERENCES:

- L. Vann Seawell, “Principles of Hospital Accounting” (Physicians“ Record Company, Berwyn)
- M.C. Shukla and T.S. Grewal,” Advanced Accounts” (S. Chand & Company Ltd., New Delhi)
ISBN 81-219-0396-3
- S.C. Kuchhal, “Corporation Finance : Principles and Problems” (Chaitanya Publishing House, Allahabad)
- S.N Maheshwari, “Financial and Management Accounting

Hospital Personnel Management

MBA (HA) -103

This course is designed to provide the knowledge about the Human Resources (HR) in Hospitals, contributions of various HR sub-systems to various dimensions in the organizations, principles of designing effective HR systems in organizations.

Unit – I

Definition of Hospital HRM, Importance of HRM in Hospitals, Nature of HR in Hospitals, Objective of HR in Hospital, Functions and Principles of HRM, Role of HR manager

Unit – II

Recruitment –Sources and Procedure, Selection -Steps in selection procedure, Recruitment vs. Selection, Mobility of personnel:-transfer, promotion, demotion, separation, retirement, Job Design, Job Enrichment, Job enlargement, Job Description, and Job Specifications. Job Analysis

Unit – III

Performances Management and Human Resources Information, Need, Purpose and Content Performance Indicators: Individual and Organization, 360 Degree Feedback, Information and Records, Periodic Reports on Manpower, Turnover and Compensation, Information

Unit – IV

Emerging Concepts in Personnel Management, Leadership and Learning Organization, Organization Culture and Change, Code of Conduct, Relationship, Values and Work Ethics

Unit – V

Communication, Staff Communication, Succession Planning, Health Issues and Repatriation, Occupational Hazards: Health and Safety, Welfare Programmes and Counseling, Case Study

REFERENCES:

- Edwin Flippo “Principles of Personnel Management” (McGraw Hill)
- R.C. Goyal, Handbook of Hospital Personnel Management (Prentice – Hall India Pvt. Ltd., New Delhi.
- David A. DeCenzo and Stephen P. Robbins, Human Resource Management (John Wiley & Sons Inc., New York)
- Dessler, “Human Resource Management”, Pearson Education Limited, 14th Edition, 2015.

Applied Marketing Services

MBA (HA) - 104

The aim of this course is to enable the participants to understand the concept of marketing and applying them in the Hospital organizations.

Unit -I

Introduction of Marketing -Marketing Management: Seller's & Buyers Market, Marketing Mix, Definition. Customer Satisfaction: Definition, Business components: Stakeholders Processes, Resources, Organization, Customer Value, Generic Value Chain, and Customer Relationship Management

Unit - II

Environment & STP-Marketing environment: Competitive Forces-Oligopoly, Monopoly, Monopolistic and Pure, Internal Environment, Micro Environment and Macro Environment Product: Definition, Nature of Product, Product Policy & Mix, Product Life Cycle

Unit - III

Services Marketing: Concept, Significance, Salient features, Service Mission Statement, Planning for marketing hospital services, Market Segmentation in hospital services, Positioning for competitive advantage - Dealing with the competition - Identifying analyzing competitions, Designing the competitive intelligence system, Designing competitive strategies, Marketing mix in Hospitals

Unit – IV

Establishment of media relations policy, Developing an effective media Relations Programme Handling news media during disaster, Service Scope in Hospital

Unit – V

Challenges faced in Practicing Marketing in Hospital Industry, Marketing Intelligence, Information and Research System, Social Media Marketing, Case Study

REFERENCES:

□ G.D.Kunders, "How to Market your Hospital without Selling your Philosophy" Prism

Publication

□ Roger Silver, "Health Service Public Relations" (Radcliffe Medical Press Ltd., Oxford) ISBN

1-85775-028-4

□ S.M. Jha, "Services Marketing", Himalaya Publishing

Communication and Soft Skills

MBA (HA) - 105

This paper will enable students to gain efficiency and learning of English language spoken, listen and written to make them employable in the Industry

Unit - I

Meaning, Definition, Nature and Scope of Communication, Importance of Communication, Process of Communication, Non Verbal Communication, Body Language, Leadership and Motivation, Learning and Change Process, Types- Formal, Supportive, Rigid, Purposeful and Complex Levels : Intra-Personal, Interpersonal, Public and Mass, Process of Communication Planning

Unit - II

Reports: Types and Characteristics; Components of a formal Report; Interview –Purpose, Types, Interview Skills –Before, During and After the Interview, Interview Dressing, mock interviews

Unit – III

Presentation skills and techniques: Personal grooming and business etiquettes, corporate Etiquette, social etiquette and telephone etiquette, role play and body language, impression management

Unit IV

Media Communication, Hospital Communications – Types, Barriers, Methods to overcome barriers, Principles of effective communication, Coordination, Importance of coordination in hospitals, Techniques of coordination

Unit – V

Introduction to Personality Development: Elements of a Good Personality, Importance of Soft Skills, Group Discussions, Mock interviews, Presentations on contemporary issues and Role play

REFERENCES:

- 1) Michael E. Hattersley, Linda J. Mc.Jannet, “Management Communication: Principles and Practice” (McGraw-Hill Co.) ISBN 0070270414
- 2) Nitin Bhatnagar & Mamta, “Effective Communication and Soft Skills”, 1e, Pearson Education India, ISBN-13: 978-8131760345
- 3) Leena Sen, “Communication Skills”, PHI; 2nd Revised edition
- 4) Francis Peter S.J., “Soft skills and Professional Communication”, Tata McGraw Hill Education

SEMESTER – II

Wellness and Medical Tourism

MBA (HA) -201

This course covers the principles and practice of health insurance with managed care and its application in Indian scenario. This shall include different types of insurance policy, insurance coverage, insurance claims & disputes related to health insurance.

Unit – I

Introduction: What is Tourism? Definitions and Concepts, tourist destination, services and industry, Types of Tourism

Unit- II

Nature and scope of Medical Tourism, Marketing and packaging of Medical Tourism, Regulatory laws & Ethical issues for Medical Tourism, Common fields of care in Medical Tourism, Merging with pleasure tourism, Issues of Safety and Security, Prevention of Malpractices

Unit – III

Medical Tourism - Issues and challenges, Medical Tourism: The Future of Health Services, Case Study based on current environment

Unit – IV

Yoga, Medication and other forms of traditional and indigenous method of treatment, Events and Concepts of MICE: Evolution of MICE industry; Components, Planning and Sustainable Planning for MICE, Economic and social significance of MICE

Unit – V

Professional meeting Planning-definition, types and roles; associate, corporate & independent meeting planner, Trade fairs and exhibitions, Presentation on Contemporary issues

REFERENCES:

- Sharma A. & Arora S., “Event Management and Marketing: Theory, Practical Approaches and Planning”, Bharti Publications, New Delhi, (2018), with ISBN: 978-93-86608-61-1
- Burkart A.J. and Medlik, “Tourism: Past Present & Future” : (London, Heinemann)
- Singh M., “Medical Tourism”, Centrum press, ISBN-13: 978-9380540108

Hospital Administrations and Front Office

MBA (HA)-202

This course aims to make understand the principles and practice of management. It shall review basic theories of management and management process

Unit - I

Management Concepts and Theories: Management and Organizations, Management Role, Levels of Managers and Management Skills, Classical School, Behavior School, Management Science School

Unit – II

Management Functions and Process: Planning, Organizing, Staffing, Directing, Controlling

Unit – III

Introduction to hospital Industry, Routine Admission/Discharge Procedures, Telephone etiquettes and manners, Front desk grooming and other essentials –body language, speech modulation which includes articulation, variation control of pitch and tonal quality, Dressing sense and basic grooming tips for the Front Office

Unit – IV

The quality standards applicable to the Front Office, Importance of Documentation, and IT in the Front Office, Reception Duties-Collecting Patient Information, Billing and Coding, Making Appointments, Emergency handling, Presentation on Contemporary issue

Unit – V

Team Building / Team Dynamics, Attitude: concept, measurement and change, Anger management, Conflict resolutions, Crisis & Stress Management, Multi-tasking, Case Study

REFERENCES

□ Ramchandra D.L., “Essentials of Hospital Management & Administration”, Educreation

Publishing

□ Stephen P. Robbins and Mary Coulter, “Management” (Prentice Hall of India Pvt. Ltd.,

New Delhi)

□ B.M. Sakharkar, “Principles of Hospital Administration and Planning” (Jaypee Brothers

Medical Publishers Pvt. Ltd., New Delhi)

□ Ross.Willson, “From Front Office to Front Line: Essential Issues for Health Care” MD Export-Import Procedures , Documentation and Management

Applied Strategic Management

MBA (HA) -203

The Course introduces the basic concepts and process of strategic planning with due importance to environmental analysis. It deals with process, alternatives and selection of strategies, implementation, evaluation and control of strategy.

Unit - I

Strategic Management: Role, Process, Formulation, Implementation, Evaluation and Control, Strategic Intent: Vision and Mission, Goals and Objectives

Unit – II

Strategic Analysis -The External Environment: Identifying opportunities and Threats, Internal Environment: Determining Strengths and Weaknesses

Unit – III

Strategies Approach in Health Programs of few Developed Countries and / or Neighboring Countries, Social responsibilities of business with reference to hospital industry, The Government's role in Hospital Industry

Unit – IV

Strategy Formulation, Developing Strategic Alternatives, Evaluation of Alternatives and Strategic Choice, Presentation on Contemporary issues

Unit – V

Healthcare Environment and Information Process, Techniques Responsibility, Management Subsystem and Information Subsystem, Audit, Case Study

REFERENCES:

- AzharKazmi: "Business Policy"
- Thampson A.A. and Stickland A.J, Strategic Management- Concept and cases
- John A. Pearce II and Richard B. Robinson Jr., "Strategic Management: Strategy Formulation and et al, Strategic Analysis for Hospital Management" (Aspen Publication, USA)
- Aaker A. David, "Developing Business Strategies", John Wiley & Sons, New York
- Keith Davis and Robert Blomstrom: "Business and Society, Environment & Responsibility" (New York, McGraw Hill Book Co)

Essentials of Health Economics

MBA (HA) -204

This course becomes imperative to those who are policy makers, planners, and managers in the field of Healthcare. The course covers the basic theory of microeconomics in health care such as demand, supply, pricing; production, cost and balance of payment.

Unit - I

Economics: meaning, nature and Scope, Managerial Economics and Business, Decision making, Role of Managerial Economist, fundamental concepts of Managerial Economics

Unit - II

Demand Analysis and types of demand, Law of demand, Elasticity of Demand, Consumer Behavior: Demand Curve, Utility Maximization, and Indifference Curve Analysis

Unit - III

Supply - meaning and determinants, production decisions, production functions, Isoquants, Expansion path. Cost concepts: cost, output relationship, Economies and diseconomies of scale, cost functions.

Unit - IV

Balance of Payment: concepts, sources, disequilibrium in balance of payments, Inflation & Deflation, Presentation on Contemporary issues

Unit - V

National Income – Concept and Measurement, National Income and economic welfare

REFERENCES:

- Varshey RX & Maheswari.KX. – “Managerial Economics”.
- Gupta G. S.- “Managerial Economics”
- Sherman Folland, Allen C. Goodman and Miron Stano, “The Economics of Health and Health Care” (Prentice-Hall Inc, New Jersey)
- N.D. Mathur,, “Managerial Economics”, Shivam Book House Pvt. Ltd, Jaipur

Hospital Facilities Management

MBA (HA) – 205

The objective of the course is to get familiarized with support service systems and to explore the skills and understands administrative aspects of multiple clinical services in the Hospital

Unit I

Nutrition and Dietary services, Pharmacy services, Medical Records services

UNIT II

Laundry services, Housekeeping services, CSSD-Energy conservation methods – AMC

Unit III

Ambulance services, Mortuary services, Hospital security services

Unit - IV

National Health Policy- an overview, Medical Records Department- concept and working procedure

Unit - V

Engineering Services- Maintenance of Building, Campus & Utilities, Biomedical services, Fire safety, Maintaining Public relations

REFERENCES:

- G.D.Kunders, “Hospital and Facilities Planning and Design”
- Antony Kelly, “Maintenance Planning and Control”
- Kunders G.D., “Hospitals - Facilities Planning and Management”, McGraw Hill

Publication, ISBN: 9780070502697

- V.K Singh & Lillrank P., “Planning and Designing Healthcare facilities”, Productivity

Press, ISBN-13: 978-1138032262

MBA-(HA) – SECOND YEAR

SEMESTER – III

Behavioral Science (Leadership and Organizational Behavior in Hospitals)

MBA (HA) - 301

To learn better relationships by achieving human objectives, organizational objectives, and social objectives by understanding how people, individuals, and groups act in organizations.

Unit- I

Introduction to Organizational Behavior and Managerial Roles, Relevance of OB to Management Functions, Evolution of Behavioral Sciences

Unit- II

Organizational Behaviour – Definition, assumptions, significance, Historical Background - Fundamental concepts of OB, Modes of OB

Unit- III

Leadership theories, leadership models, motivation and theories, organizational changes, Resistance of change - organizational Development

Unit - IV

Learning: Concepts, Theories, Impact of globalization, Presentation on Contemporary issues

Unit - V

Organizational Structure & Types, Case Study, Group Discussions

REFERENCES:

- Stephen Robbins , “Organizational Behavior”, Prentice Hall
- Dr. K. Aswathappa , “Organizational Behavior”, Himalaya Publishing House
- J.William Pfeiffer and Arlette C.Ballew, Pfeiffer and Company, “Theories and Models in Applied Behavioral Science”, . USA.
- Stephen L. Walston, “Organizational Behavior and Theory in Healthcare: Leadership Perspectives and Management Applications”, Health Administration Press; 1 edition, ISBN-13: 978-1567938418

Quality Management and Patients' safety in Hospital

MBA (HA) – 302

To elaborately discuss on major quality management tools, control measures, systems, approaches and procedures governing hospital accreditation.

Unit - I

Customer Focus and Satisfaction: Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints. Concept of quality, Definition, Dimensions of quality, Developing quality Culture

Unit - II

TQM Definition, principles of TQM, Implementing TQM in hospital industry, Evolution of TQM, Components of TQM

Unit - III

Kizen & Six Sigma: Features, Benefits, Goals and Approaches

Unit - IV

Concept of patient care, Patient counseling, Patient safety and patient risk management, Presentation on Contemporary issues

Unit - V

Fire hazards, strategic security system, Security organization and physical security measures, Security budgeting, security committee, periodic security audit

REFERENCES:

- Dr. K.C. Arora, S.K. Kataria & Sons, "Total Quality Management"
- William J. Kolarik, "Creating Quality", McGraw-Hill International Editions
- S.K. Joshi, "Quality Management in Hospitals" Jaypee Brothers.
- Shailendra K. Singh, "Safety and Risk Management", Mittal Publishers

Branding and Advertising of Hospitals and Clinics

MBA (HA) – 303

To facilitate an understanding of the importance of branding and how the value of brands may be developed, protected or lost. Participants are expected to develop an ability to measure brand equity.

Unit - I

Branding concepts: introduction to brand, importance and characteristics of the Brand, Brand symbols; brand character, brand logo, brand extension, shared and co-operative Branding, Brand image, brand loyalty

Unit - II

Strategic brand management process, importance of Brand planning, issues influencing brand potential, developing brand identity across the globe

Unit - III

Advertising: Definition & Characteristics; Types; Mass Media Promotions- Newspapers: Advantages & Disadvantages; Magazines: Advantages and disadvantages; Radio: Advantages and Disadvantages; T.V – Advantages and Disadvantages; Outdoor Advertising

Unit - IV

Advertising in Hospital industry, Advertising Plan, Advertising Production Process, Creative strategy, Types of Advertising appeals, The Creation Stage

Unit - V

Developing Effective advertisement plan, advertising versus promotion, Direct Marketing and Interactive Marketing Case Study, Group Discussion

REFERENCES:

- Aaker, D.A., “Brand Portfolio Strategy” Free Press, New York. 39
- Drawbaugh, K., “Brands in the balance: meeting the challenges to commercial identity”, Pearson Education, New Delhi
- Advertising Theory and Practice : Chunawlla, Kumar, Sethia, Subramanian, Suchak, Himalaya Publishing House
- Keller, K.L., “Strategic Brand Management”, Pearson Education, New Delhi

MBA (HA) – 304

Hospital Information System and Analysis

The course will help to identify and appreciate the areas of Computer and IT Applications in Hospitals.

Unit - I

The need for Information Systems: introduction, meaning, concepts, application. Managerial Decision Making Process Techniques, Major Trends in Technology in Decision Making, Computerized data processing

Unit - II

Database management system (DBMS): concept, Types of database, Database structure, Data mining, benefits and limitations of database management

Unit - III

Introduction to the software's related to the Hospital Management: Hospital Management System, Payroll system, Accounting System, Inventory Control System & other computer applications

Unit - IV

Knowledge management, Applications in healthcare management, ERP integrated software

Unit - V

DSS (Decision Support System) software, applications for hospital activities, Dedicated SW Packages

REFERENCES:

- Peterson Biberachaty, "Operating System Concept"
- Millan Milenkoric, "Operating System"
- Rajaraman, "Fundamentals of Computers".
- Peter Norton, "Know your PC".
- Andrew S. Tenenbaum, "Computer Networks"

MBA (HA) -305

DISSERTATION

Course Objective:

The Project work is scheduled at the end of semester in order to judge the understanding as well as application of the knowledge gained by the student during the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The dissertation will be of 100 marks will be of 100 marks which would be divided into two parts (50 marks) for report writing and (50 marks) for viva voce. The Project Work may be based on Primary or Secondary data.

Semester – IV

Logistic Management and Inventory Control in Hospitals

MBA (HA)-401

To gain the overall understanding of the procedures & management of Purchasing & Inventory Control in Hospital

Unit - I

Definition and Principles of Logistic Management, Functions of Logistics Management, Logistical Mission and Objectives, Supply chain management

Unit - II

Inventory Management- Introduction, Concept, types, Functions; Elements of Inventory Costs;

Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Types of Inventory cost, Types Of Inventory Control, Pareto's law -ABC /VED / SDE Analysis, Lead Time, Buffer stock, Reorder level, Economic Order Quantity (EOQ)

Unit - III

Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning, Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning

Unit - IV

Stores Management, location and layout, Standardization, Material accounting and physical distribution, Store documentation, condemnation and disposal of scrap, surplus and obsolete materials

Unit - V

Recent trends in Materials Management: Types of Materials used and stored in a Hospital, Value Management, value analysis and HIS in Store Management

References:

- Mr. B S Sahay, Supply Chain Management, Macmillan India Ltd
- Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition
- Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi
- Seetharama, Peter J., Dennis W, Production planning & inventory control by. –Pub. PHI

MHA-402

Enterpreurship in Hospital Industry

To understand the roles of skill, experience, motivation and culture of Entrepreneurship and how the Business plan is framed and the challenges involved in it.

Unit - I

Introduction to Entrepreneurship Entrepreneurship-Definition, Characteristics and qualities of an Entrepreneur, Types of entrepreneurs

Unit - II

Entrepreneurship Related to the Hospital Industry, Different Organizations in Entrepreneurship, Entrepreneurial development training

Unit - III

Introduction to Project Idea processing and selection, Identification and classification, Project life cycle

Unit - IV

Introduction to Project Report, Project Report-Meaning and Definition, Types of Project Report, Components of Projects Report, Steps in Developing a Project Report, Essentials of a Good Project Report

Unit - V

Structure or layout in view of the Hospital Industry, Steps for starting small hospital, Problems in starting a Hospital, Ways to rectify them

References:

- Vasanth Desai: Dynamics of Entrepreneurial Development and Management : Himalayan Publishing Company, New Delhi, Edition 3, 2005.
- David H.Holt : Entrepreneurship: Hall India Publishers, New Delhi : Edition 2.
- Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.

Legal framework and Ethics for Hospitals

MBA (HA) - 403

The course will assist the students in understanding basic laws affecting operations of a Hospital and Healthcare Management.

Unit - I

Introduction to Legal framework, Patient's rights & provider's responsibility, Medical Malpractice, Management of Medical Malpractice, Right and responsibilities of a medical person, Medico Legal Aspects, List of Offences & Professional Misconduct of Doctors as per Medical Council of India.

Unit - II

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making.

Unit - III

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Work Ethics and etiquettes

Unit - IV

Consumer Protection Act- 1986, Medical Negligence Act, Medical Ethics/Doctor Patient Relationship, Legal Requirements of Licenses/Certificates for a Hospital

Unit - V

Employees Provident Fund Act 1952, Payment of Gratuity Act 1972, Minimum Wages Act 1948, Maternity Benefit Act 1961

References:

- Medical Negligence & Compensation – By Jagdish Singh – Bharat Law, Jaipur.
- Medico-legal Aid to Hospitals & Doctors, with Consumer Protection Law – By M.S. Pandit & Shobha Pandit – Pandit Publications.
- N.D. Kapoor, Elements of Mercantile Law (Sultan Chand and Sons, New Delhi) ISBN 8170142067
- Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies (Jaypee Brothers, New Delhi) ISBN 8171797318
- Boatright, John R, Ethics and the Conduct of Business, Pearson Education, New Delhi 2005

Hospital Disaster and Risk Management

MBA (HA) - 404

To familiarize the students to identify the areas of safety and risk and managing of the same and also to understand the basic concepts in Disaster management.

Unit - I

Disaster Management, Basic Concepts, Disaster Classification, Disaster Process, Special Characteristics, Principles of Disaster Planning, Disaster Response, Disaster Administration

Unit - II

Hospital Hazards Management: Meaning, Need, Principles, Purpose, Fire Hazard management,

Unit - III

Biomedical Waste Management, Control of Hospital Acquired infection, Human Waste Disposal and Sewage Disposal

Unit - IV

Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skimming, Types of risks, Risk management tools

Unit - V

Principles of Mass Casualty Management, Objectives of and Need for Hospital Disaster Plan, Disaster Committee, Organization, Role and Responsibilities

References:

- National disaster Management guidelines-Hospital safety, Publication of NDMA-GOI, 2016
- Park K. Text Book on Hygiene and Preventive Medicine
- Shailendra K. Singh , Safety and Risk Management, Mittal Publishers

Visit to Hospital - Seminar

MBA (HA) - 405

At the end of 3rd semester year each student works with the hospitals on training for a period of a minimum of 45 days. The objective is to allow students an intense full-time interaction with Hospital organization. Summer training provides exposure to the student in the working of an organization in real time. It also helps students to develop managerial skills and competencies and facilitates an informed career choice by the students. At the end of summer training, they are assessed on the basis of their performance by way of a presentation.