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**SCHEME OF EXAMINATIONS  
&  
CHOICE BASED CREDIT SYSTEM SYLLABUS**

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**For**

**Master of Business Administration  
(Hospital Administration)**

**(Effective from Academic session 2017-2018)**



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**Department of Management Studies  
Deenbandhu Chhotu Ram University of Science &  
Technology, Murthal (Sonapat), Haryana-131039**

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**Chairman**  
Department of Management Studies  
Deenbandhu Chhotu Ram  
University of Science & Technology  
Murthal (Sonapat)-131039

## SCHEME AND INSTRUCTIONS FOR MBA (HOSPITAL ADMINISTRATION) EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 credits or until and unless indicated in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 75 marks for semester end examination and 25 marks for internal examination until and unless indicated otherwise.

### CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

S.no.	Components of Minors	Weightage
<b>A)</b>	<b>THEORY COURSES:</b>	
1.	Minor Test – I	30 %
2.	Minor Test – II	30%
3.	Individual Presentation/Viva-Voce/Group Discussion/Quiz/Case Study Discussion/ Class	40 %
<b>B)</b>	<b>LAB COURSES:</b>	
1.	Objective test/MCQ	20 %
2.	Lab. Work / Project	60 %
3.	Viva Voce/Test	20 %

#### Note:

- a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.
- b) To the extent possible, minor test should include the case analysis.

### EXTERNAL EVALUATION


There shall be a semester-end external examination of 75 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at-least one question from each unit.

### PRACTICAL EXAMINATIONS

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

### SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 25 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 75

  
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marks shall be made by external examiner appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

### **PROJECT REPORT**

Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

### **PROJECT REPORT EVALUATION**

The Project shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the project report by an external expert appointed by the University on the recommendations of Chairman, PGBOS.

### **COMPREHENSIVE VIVA- VOCE**

The Comprehensive viva-voce shall be taken by an external expert appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

### **ABBREVIATION USED**

DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
AECC	Academic Enhancement Compulsory Course
SEEC	Skill Enhancement Elective Course



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## THE MBA (Hospital Administration) PROGRAMME

The MBA (Hospital Administration) is a two-year full time programme divided into four semesters. The course structure of the programme is given here under:

### FIRST YEAR

#### First Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	HA-101	Principles of Health Management	4	-	-	4	75	25	-	100
DSC	HA-103	Health Economics	4	-	-	4	75	25	-	100
DSC	HA-105	Demography, Epidemiology and Bio-Statistics	4	-	-	4	75	25	-	100
DSC	HA-107	Organization Behaviour & Health Psychology	4	-	-	4	75	25	-	100
SEEC	HA-109	Corporate Communication	4	-	-	4	75	25	-	100
SEEC	HA-111	Report on Hospital Practices <sup>#</sup>	-	-	-	2	-	50	-	50
AECC	HA-113	Information Technology For Health Managers*	3	-	2	4	50	25	25	100

# Report on Hospital Practices will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Chairman of the Department.

\* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

#### Second Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	HA-102	Accounting for Healthcare	4	-	-	4	75	25	-	100
DSC	HA-104	Health Policies and Programs	4	-	-	4	75	25	-	100
DSC	HA-106	Hospital Administration and HRM	4	-	-	4	75	25	-	100
SEEC	HA-108	Research Methodology	4	-	-	4	75	25	-	100
DSE		Elective Paper - I	4	-	-	4	75	25	-	100
DSE		Elective Paper – 2	4	-	-	4	75	25	-	100
DSE		Elective Paper - 3	4	-	-	4	75	25	-	100

#### Second Semester Electives

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	HA-110	Marketing of Healthcare Services	4	-	-	4	75	25	-	100
DSE	HA-112	Hospital Operations Management	4	-	-	4	75	25	-	100
DSE	HA-114	Healthcare and Hospital Environment	4	-	-	4	75	25	-	100
DSE	HA-116	Entrepreneurship and Consultancy in Healthcare	4	-	-	4	75	25	-	100



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## SUMMER INTERNSHIP

Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.

## SECOND YEAR

### Third Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	HA-201	Strategic Management in Healthcare	4	-	-	4	75	25	-	100
DSC	HA-203	Legal and Ethical Issues in Hospital Administration	4	-	-	4	75	25	-	100
DSC	HA-205	Administration of Clinical & Non-Clinical Services	4	-	-	4	75	25	-	100
SEEC	HA-207	Summer Internship Report <sup>#</sup>	4	-	-	4	75	25	-	100
AECC	HA-209	Management Information System for Healthcare	4	-	-	4	75	25	-	100
DSE		Elective Paper - 4								
DSE		Elective Paper - 5								

# Summer Internship Report will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Chairman of the Department while for external evaluation, it be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Post Graduate Studies and Research.

### Third Semester Electives

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	HA-211	Financial Management for Health Administration	4	-	-	4	75	25	-	100
DSE	HA-213	Health Tourism	4	-	-	4	75	25	-	100
DSE	HA-215	Hospital Management Control Systems	4	-	-	4	75	25	-	100
DSE	HA-217	Health Education	4	-	-	4	75	25	-	100
DSE	HA-219	Bio-medical Waste Management	4	-	-	4	75	25	-	100
DSE	HA-221	Diet and Nutrition Management	4	-	-	4	75	25	-	100



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#### Fourth Semester

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSC	HA-202	Patient Care Services	4	-	-	4	75	25	-	100
DSC	HA-204	Health Insurance	4	-	-	4	75	25	-	100
DSC	HA-206	Quality Management in Healthcare	-	-	-	4	100	-	-	100
DSC	HA-208	Risk and Disaster Management								
SECC	HA-210	Project Report*								
AECC	HA-212	Comprehensive Viva-voce including Project Report Viva-Voce#								
DSE		Elective Paper - 6								
DSE		Elective Paper - 7								

\* Research Report will be evaluated by an external examiner appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.

# Comprehensive Viva-voce shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.

#### Fourth Semester Electives

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks
			L	T	P					
DSE	HA-202	Industrial Relations and Conflict Resolution	4	-	-	4	75	25	-	100
DSE	HA-204	Hospital Planning	4	-	-	4	75	25	-	100
DSE	HA-206	Patient Care Services	-	-	-	4	100	-	-	100
DSE	HA-208	Accreditation of Healthcare Services								

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## PRINCIPLES OF HEALTH MANAGEMENT

### HA-101

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Basic management concepts, functions and managerial process, managerial skills and competencies History, evolution and recent development in management theories: classical, neo-classical and modern .continuing management themes –quality management, learning organization. Application of management concepts to healthcare organizations.

**Unit-II:** Planning: meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

**Unit-III:** Organizing: organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design, hospital organizational structure and its nature. Leadership: meaning, styles and theories

**Unit-IV:** Motivation- concept, theories of motivation. Health management control: concept and process, types of control, feed forward, concurrent and feedback controls: an overview of control techniques; managerial ethics and social responsibility in healthcare.

#### Suggested Readings:

- Management, Koontz, H and Wechrich, H, McGraw Hill Education.
- Principles of Management, Pravin Durai, Pearson Education.
- Fundamental of Management, Robbins, Pearson Education.
- Management Principles for Health Professionals, Joan Gratto Liebler, Charles McConnell, Jones & Bartlett Publishers, USA
- Management, Stoner, Freeman and Gilbert, Jr, Pearson Education
- Essentials of Management, Massie, Joseph L., Pearson Education
- Health Service Management, Carney, Marie, PHI Learning.
- Principle's of Health Care Management, Goldsmith/B.
- Essential of Management Health Care, Kongstvedt, PR, Jones & Bartlett Publishers, USA
- Principle's of Health Care Management, Jones & Bartlett Publishers, USA
- Management, Robbins & Coulter, Pearson Education.
- Management - Text & Cases, Satya Raju, PHI Learning.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## HEALTH ECONOMICS

HA-103

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Health economics, nature & scope, role of economic analysis in health care decision making, basic concepts, resource allocation for public health and rationale of govt. intervention & control, objectives of health organization, health services demand and elasticity of demand, demand estimation & forecasting of health services.

**Unit-II:** Determinants of costs of different medical services, opportunity cost, effectiveness accounting cost, marginal costing and their application in managerial decision making in health organization; criteria for investment decision in hospitals.

**Unit-III:** Pricing strategies and tactics of medical care services in government and private health organization; Difference between profit and non-profit making health care institutions; Health in human development index.

**Unit-IV:** Frame work of economic, social and political environment in health care services, economic design & models, efficiency and economic evaluation, valuation of non-health services resources.

### Suggested Readings:

- Health Economics in India- Rout, HS-New century publication Delhi.
- Health Economics- Rana, HPS- Alfa publication, New Delhi.
- Health Economics & Policy, Hederson-Cengage, New Delhi.
- Health Economics Concept and Experiences, pain, AK-ICFAI University press.
- Health Economics, Anand, NK-AITBS, New Delhi.
- Managerial Economics D.N. Dwivedi, Himalya Pub., New Delhi.
- Health Economics in India- Rout, HS-New century publication Delhi.
- Annual Report of WHO.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## DEMOGRAPHY, EPIDEMIOLOGY AND BIO-STATISTICS

HA-105

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Introduction and scope, Definition, Concept Population Scenario and Trend, Sources of Recognize and analyze typical demographic patterns arising from the data. Identify and compare the advantages and disadvantages of the different sources of demographic data, Describe basic demographic indicators and elaborate on their computation and interpretation, Describe the distribution of a population using various demographic characteristics, Introduce population projection calculations and analysis Project a population using appropriate equations and assumptions.

**Unit-II:** Introduction to Epidemiology: Basic measurements, Use of Epidemiology, Measurement of morbidity and mortality. Dynamics of disease transmission. The role of epidemiology in Public health: Types of Epidemiology and Methods of epidemiological studies, socioeconomic status and occupation as determinant in disease distribution.

**Unit III:** Basic Concepts : Introduction & definition, presentation of data, frequency distribution, measurement of central tendency, Mean ,median ,mode, measures of disease frequency, measurement of dispersion mean & standard deviation, Primary & Secondary data collection, classification of data, charting of data- Bar chart, Histogram, one dimensional and two dimensional graphs.

**Unit-IV:** Concept of Sampling: Probability and non-probability sampling techniques, selection methods, size of sampling, sampling distribution, error in sampling, and normal curve & poison distribution, Testing of Hypothesis & Test of significance: Normal test, t-Test, Chi square Test.

### Suggested Readings:

- Demography of health and health care, Pol, LG- Plenum Publication.
- Studies in demography, Srivastava,SC- Anmol publication.
- Biostatistics: An Introduction, Pearson Education
- Biostatistics, Daniel-WIE Publication.
- Statistical Methods, Gupta S.P- Sultan Chand & Sons.
- Environmental Epidemiology, Paul Wilkinson- McGraw Hill Education, Delhi.
- Epidemiology: An introductory Text, W. B. Saunders Publishers, Phildephia Newman, Thomas.B & Warren Browner, Oxford University Press.
- Elementary Statistics for Medical Works, I.Singh, Jaypee Publication.
- Element of Health Statistics – Rao, NSN
- Biostatistics - K S.
- An introduction to Bio statistics. A manual for students in health science – PSS Rao.
- Text book of Biostatistics – B.K Mahajan, Jaypee Publication.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## ORGANIZATION BEHAVIOUR & HEALTH PSYCHOLOGY

HA-107

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Foundation and background of OB, nature and scope of OB, elements and contributing disciplines of OB, evolution and models of organization behavior. Various fields of psychology, Methods of Psychology (Introspection, observation, experimentation) with special implications for health care.

**Unit-II:** Individual differences – Attitudes: concept, types and measurement of attitude. Values: concept, types and formation of values. Perception-concept, process & application; personality-concept, determinants, theories and applications; learning- meaning, process and theories.

**Unit-III:** Group behavior: concept, types of groups, group development: concept, stages. Teams – meaning, types, team roles; difference between groups and teams. Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics: reasons and managing organizational politics.

**Unit-IV:** Stress- causes, consequences and management; Mental Health Issues: health behavior and health promotion, gender differences in health sector, bio psychosocial aspects of health, concept, significance, process, prerequisites. Health care issues with special reference to Indian context.

### Suggested Readings:

- Manika Ghosh, Health Psychology, Pearson Education.
- Dr. S.S. Khanka, Organisational Behavior, S.Chand & Company Pvt. Ltd.
- K. Aswathappa, Organisational Behaviour, Himalaya Publishing House.
- Robbins, S. P., T.A. Judge, Neharika Vohra, Organizational Behavior –Pearson Education.
- Parikh and Gupta, Organizational Behavior, McGraw Hill Education.
- Organization Behaviour, Arun Kumar & Meenkashi, Vikas Pub. House.
- Understanding Organizational behaviour – Pareek, Udai, Oxford University Press.
- Organizational behaviour – McSchane, McGraw Hill Education.
- Organizational behaviour – Luthans, Fred, McGraw Hill Education.
- PS James, Organizational Behavior, Pearson Education.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## CORPORATE COMMUNICATION

HA-109

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Communication - definition, concept, process of communication; Corporate Communication – definition, importance, various kinds of corporate communication in hospitals, corporate communication functions, role of administrator in corporate communication; Defining and segmenting stakeholders in corporate communication; Corporate identity, relevance of corporate identity for hospitals, corporate identity strategy in hospitals.

**Unit-II:** Advertising - features of advertising, types of advertising; Branding, brand building; methods of branding and advertising healthcare services, trends and limitations in healthcare advertising and media, use of various media for health service promotions; Sales Promotion - types of sales promotion, designing sales promotion programme for hospitals.

**Unit-III:** Public Relations - concept, need of Public Relation, types of Public Relations, tools of Public Relations, managing Public Relations; communication with referring physicians, communication with health insurance companies; Publicity; Corporate reputation management; Crisis Communication - concept, importance and management,

**Unit-IV:** Events, sponsorships and trade shows; Direct Marketing- direct marketing media, ethics in direct marketing; Customer Relationship Management, Patient Management & CRM; Consumer satisfaction, patients' rights, Hospitals role and responsibility in preserving patients' rights.

### Suggested Readings:

1. Jaishri Jethwaney, Corporate Communication: Principles and Practices, Oxford University Press, New Delhi.
2. Goodman, Michael B, Corporate Communication: Strategic adaptation for Global Practice, Peter Lang, New York.
3. Shah and Souza, Advertising & Promotions: an IMC perspective, McGraw Hill, New Delhi.
4. Belch, Belch and Purani, Advertising & Promotions: an Integrated Marketing Communications perspective, McGraw Hill, New Delhi.
5. Koneru, Arun, Professional Communication, McGraw Hill, New Delhi.
6. Mehra, Payal, Business Communication for Managers, Pearson Education, New Delhi.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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**REPORT ON HOSPITAL PRACTICES**  
**HA-111**

L T P Credit  
0 0 0 2

Internal Marks: 50  
Total Marks: 50  
Time: 3 Hours

1. Students will be asked to collect detailed information about the functioning of the different departments and general working environment of the hospital, they will be asked to appreciate special demands and understand various managerial protocols, in different patient care areas of the hospital. They are supposed to learn and get familiar with the functions and activities of the different departments of the hospital.
2. Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital.
3. Students will give a formal presentation of the report before the Committee comprising of minimum two internal faculty members appointed by the chairman of the Department.
4. Minimum two departments that may be visited for preparing the report are:

Admission	Library in Hospital
Billing & Discharge	Maintenance Department
Bio-Medical Department	Marketing
Blood Bank	Medical Record
Burn Units	Medical transcription
Central Sterile Supply Dept.	Mortuary
Computerized Medical Record	OPD Services
Critical Care Unit	Operation Theatre
Dental Service	Personnel / H R Dept.
Diagnostic Imaging	Pharmacy Services
Dialysis Unit	Public Relation Office
Emergency	Reception
House Keeping	Registration
I T Department	Security Services
Imaging Services	Stores
Kitchen & Dietary Services	Telemedicine
Laboratory Services	Transportation Services
Laundry & Linen Services	Wards

**Format of the Report to be submitted:**

- |                  |                               |
|------------------|-------------------------------|
| i. Introduction  | ii. Functioning of department |
| iii. Observation | iv. Recommendation            |
| v. Conclusion    |                               |



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## INFORMATION TECHNOLOGY FOR HEALTH MANAGERS

HA-113

L T P Credit  
3 0 2 4

External Marks: 50

Practical Marks: 25

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Operating Systems: Basic features, types; Computer Languages: Basic features and Classification, Applications of Computers in healthcare.

**Unit-II:** Introduction to Data Processing and Management- Basic of Data Processing: Data and Information, Data Processing Activities, File management and organization: Types of files, Basic file management operations. Introduction to Database Management: Concept, Models and Characteristics.

**Unit-III:** Computer Networks: Evolution, Advantages, types of computer networks, Basic components of computer networks, Internet: Concept, features, how it works, Internet applications in business and healthcare; Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, mail merge, managing page layout and printing.

**Unit-IV:** Spreadsheets using MS Excel: Spreadsheet features, uses and advantages, autofill features, inserting formulas and functions, Inserting charts and graphs, macros, managing page layouts and printing; Presentations using MS PowerPoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows.

### Suggested Readings:

- Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
- Patrice – Anne Rutledge, Office 2013, All-in-one: Absolute Beginner’s Guide, Pearson Education.
- Computer Fundamental, Anita Goel, Pearson Education
- Introduction to Computers, Peter Norton, McGraw Hill Education.
- Computer Today, Basandara, Galgotia Publication.
- Rajaraman, Introduction of Information Technology, PHI Learning.
- Tanenbaum, A. S., Computer Networks, Pearson Education.
- Douglas E. Comer & M.S Narayanan, Computer Network & Internet, Pearson Education.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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**ACCOUNTING FOR HEALTHCARE**  
**HA-102**

L T P Credit  
4 0 0 4

External Marks: 75  
Internal Marks: 25  
Total Marks: 100  
Time: 3 Hours

**Unit-I:** Accounting: Meaning, process, importance & scope in healthcare, Journal: Concept of Journalizing, Rule of debit and credit applicable to different type of healthcare transactions and types of accounts.

**Unit-II:** Ledger: Meaning, rules regarding posting and comparison between Journal and ledger. Trail Balance: Meaning and importance of trial balance in healthcare, Posting and Preparation of trial balance.

**Unit-III:** Depreciation: Meaning, causes of depreciation, methods of computing depreciation for capital health care equipments – straight line method and diminishing balance method. Budgeting in healthcare service - Steps, budgeting of operating cash, Plant & equipment budget.

**Unit-IV:** Final Accounts without adjustments: Trading account, profit & loss account and balance sheet. Accounting for non-profit organizations; Receipt & payment account, income & expenditure account. Difference between receipt & payment account and income & expenditure account.

**Suggested Readings:**

- Dhamija, S. Accounting for Manager, Pearson Education.
- Maheshwari, S.N. and Maheshwari, S.L.; Accounting for Managers, Vikas Publishing House.
- Jawahar Lal; Accounting for Managers, HPH Publishing.
- Ramachandran, N. & Kakani, R.K.; Financial Accounting for Management, McGraw Hill Education.
- Goel, D.K.; Financial Accounting, Arya Publications.
- Gupta, Ambrish; Financial Accounting for Management: An Analytical Perspective, Pearson Education.
- Shukla M.C., Grewal T.S. and Gupta S.C.; Advanced Accounts, S. Chand and Company.
- Handbook of accounting for hospital management, Chaterjee, DK, Himalaya Publishing House.
- Monga J.R., Ahuja Girish and Sehgal Ashok: Financial Accounting, Mayur Paper Back.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## HEALTH POLICIES AND PROGRAMS

HA-104

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I: Health Policy In India:** Historical growth of public policy in health and medical care, National Health policy, Population Policy, Blood & Drug Policy.

**Unit-II: Health Planning :** Need for Planning, Concept of Planning, Concept of Programme Planning, Process , Need Assessment, Community Diagnosis, National Health planning in India, Role of Health Ministry, Planning Commission & Directorate of Health Services. Analyzing the achievements of Five year plan in Health sectors, national health plan and review on health care.

**Unit-III: Management of National Health Programmes- I :** Introduction to health situations in India, Health sectors in Development planning in India after independence, Organization network of health & family welfare services at the centre, state, district & block level.

**Unit-IV: Management of National Health Programme- II :** Health programmes in India, National Malaria eradication Programme, Filaria control programme, T.B Control Programme, Leprosy Control Programme, AIDS Control Programme, Universal Immunization Programme, MCH programme, Cancer Screening & national cancer control programme.

### Suggested Readings:

- Text book of social & preventive medicine, K. Park, M/s Banarasidas Bhanot
- Text book of Social & preventive medicine, B.K Mahajan, Jaypee
- Moment & Hospital, S.L Goel & R.Kumar, Deep & Deep, New Delhi
- The Evolution of International Health Systems, Camper, G.E, OUP Publication.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## HOSPITAL ADMINISTRATION AND HRM

HA-106

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Hospital Administration: Introduction, nature and scope of a hospital, functions of the hospital, history of Indian hospitals, difference between a hospital & an industrial organization, Types of hospitals, hospital ethics and challenges to hospital administration, hospital administration as a profession. Corporate social responsibility of hospitals.

**Unit-II:** HRM in Hospitals: concept, nature, importance and functions of Human Resource Management, strategies in HRM, Role of HRM in hospitals, manpower planning: nature, scope, objectives and process. Role and functions of hospital administrator, hospital as an organization, Role of hospital administration in education and research. Hospital as system: System approach to hospital administration.

**Unit-III:** Administration of specific issues: recruitment and selection, training programme of manpower in hospitals, working conditions, welfare and safety measures for employees, Health services, Counselling: nature, types and functions. Collective bargaining: concept, importance, functions and principles.

**Unit-IV:** Wage & salary administration: meaning, purpose, wages versus salaries, human resource accounting and auditing and research: importance, scope and problems. Human relations in hospitals. Role of justice in hospitals administration, acts for waste management in hospitals.

### Suggested Readings:

- R.C. Goyal and DK Sharma, Hospital Administration and HRM, PHI Learning Private Limited.
- Hospital Administration and Management Theory & Practice, Deep & Deep Pub., New Delhi.
- Principles of Hospital Administration – Tabish, Jaypee, New Delhi.
- Pravin Durai, Human Resource Management, Pearson Education.
- Human Resource Management – Dessler, Pearson Education.
- A Text book of Human Resource Management, Dwivedi, Vikas Pub. House.
- Human Resource Management -Mirza & Saiyadain, McGraw Hill Education.
- Human Resources & Personnel Management – Aswathapapa, McGraw Hill Education.
- HRD in New Millennium – Parek, McGraw Hill Education.
- Management of Hospital – S.L Goel & Kumar

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## RESEARCH METHODOLOGY

HA-108

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I: Defining Research Methodology:** Introduction, defining research problems, selection of problems, techniques involved defining problem. **Research design:** Meaning of research design, need for research design, features of good design, different research designs: exploratory, Descriptive & experimental research design.

**Unit-II: Sampling Considerations:** Sampling concepts, census & sample survey, sampling Vs Non- Sampling errors, Characteristic of good sample design, Sampling Design: Probability & Non Probability sampling design, Determination of sample size. **Measurement and scaling technique:** Types of measurement scales, classification of scales, measurement errors.

**Unit-III: Data collection, Processing of data:** Various methods of data collection: Primary & secondary sources. **Data Processing:** Fieldwork validation, data editing, coding, classification & tabulation of data.

**Unit-IV: Analysis, Testing of Hypothesis & Report writing:** Concept of hypothesis, Steps in testing of hypotheses, Univariate & bivariate analysis of data, correlation and regression of data. **Report Writing:** significance of report, types of reports, report preparation & presentation. Application of health care research, research and social policy report; procedure of preparation of research report, reference and bibliography.

### Suggested Readings:

- Ranjit Kumar, Research Methodology: A Step by Step Guide for Beginners, Pearson Education.
- Chawla Deepak, Research Methodology: Concepts and Cases, Vikas Publication.
- Miller, D.C., Handbook of Research design and Social Measurement, Newbury Park.
- Watson, J and Platt, Researching Health Promotion, Routledge.
- Woodward, M and Francis, L.M.A: Statistics for Health Management and Research, Edward Arnold.
- Paul D Leedy, Practical Research -Planning and Design, Macmillan Publishers,
- Leedy: Practical Research: Planning and Design, McMillan.
- Instruments for Health care Research, Frankstormborg-J/B.
- Research Methodology for Biological Science, Gurumani-MJP.
- Cooper, Donald R- and Pamel Schindler, Business Research Methods, McGraw Hill Education.
- Sekran, Uma, Business Research Method, Miley Education, Singapore.
- Kothari, C.R., Research Methodology, New age Publishers.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## MARKETING OF HEALTHCARE SERVICES

HA-110

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Service marketing: concept, nature and Scope ,Relationship between marketing and other health care functions, Beneficiary behaviors, marketing strategies, evaluation and control, Marketing information and research in health care.

**Unit-II:** Marketing and Medical ethics, Marketing of hospital and health facilities, social aspects of marketing and its implication on health sector , privatization of health and hospitals services, marketing of rural health Services selection.

**Unit-III:** Marketing Mix: elements of Marketing mix, Specialty Services and their management, develop a new service concepts launching health care Services, Demand forecasting and its application for health care sector, Locating a health care facilities, promoting health care services.

**Unit-IV:** Services cost analysis, services pricing and professional fees, training and coordination of health personnel, marketing audit and control of health care systems.

### Suggested Readings:

- Essential of health care marketing, Berkowitz, Eric N, Jones and Bartlett.
- Marketing management, Kotler, Keller, Pearson Education.
- Dholakia, N., Marketing Management: Cases and Concepts, Macmillan.
- Buell, Victor P.: Marketing Management: A Strategic Planning Approach, McGraw-Hill Education.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## HOSPITAL OPERATIONS MANAGEMENT

HA-112

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Overview and definition of operations management, classification of operations, service design, Developing services operations strategy, facility location: importance of location, factors affecting, decision process for location, hospital layout: types of layouts, product, process, service facility layout.

**Unit-II:** Overview of hospital operations management: role and decisions, productive systems in a hospital, Role of front office and back office in hospital operations management. Operations strategy as a competitive tool, advanced operations technology, application of health information operation management system in modern healthcare system.

**Unit-III:** Maintenance Management: Objectives, types of maintenance systems, Medical Equipment Maintenance (In-house and AMC) equipment maintenance, quality and reliability, concept of failure, equipment history and documents. Maintenance planning, maintenance information system, replacement policy, biomedical technology, application in hospital environment, calibration tests of equipment, maintenance features, hazards. Replacement of old equipments and Buyback Policy

**Unit-IV:** Material management: Importance of material management, Principles of material management, material forecasting, Inventory management and analysis, Import formalities relating to Medical Equipments, Letter of credit, service contracts. Purchase style, need assessment, Justification of purchase proposal, Hospital Need Assessment, Tender system, Condemnation and disposal, Economic order quantity, safety stock, lead time, Hospital, spare parts stocking techniques and polices, Impact of inventory control on profitability of the Health care organization

### Suggested Readings:

- Srinivasan A.V., Managing a Modern Hospital, Response Books.
- Mahadevan B., Operation Management: Theory and Practices, Pearson Education.
- Gopalakrishna, P., Materials Management, PHI Learning.
- Gopalakrishna, P., Purchasing and Materials Management, McGraw Hill Education.
- Raghuram, G. and Rang raj, N., Logistics and Supply Chain Management, Concepts and Cases.
- Sahay, B.S., Supply Chain Management for Global Competitiveness,
- Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Pearson Education.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## HEALTHCARE AND HOSPITAL ENVIRONMENT

### HA-114

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I :** Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

**Unit-II:** A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetric and Gynecology services – Neuro – Surgery service – Neurology services.

**Unit-III:** Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals- Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy. Changing health care sector scenario in India.

**Unit-IV:** Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

#### Suggested Readings:

- Vanita Agrawal, Managerial Economics, Pearson Education.
- Paul's, Readings in Economics, McGraw Hill Education.
- Dwivedi D.N, Microeconomic Theory, Vikas Publications.
- Seth, M.L., Macroeconomics, Lakshminarayana Agrawal, Edu, Publication.
- Varshey, R.L. & Maheshwari, K.L., Managerial Economics, Sultan Chand.
- Peter, Z & Fredrick, B., Health Economics, Oxford Publication.
- Shanmugansundaram, Y., Health Economics, Oxford Publication.
- Mills, A & Lee, K., Economics of Health, Oxford Publication.
- Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
- S.L Goel, Healthcare Management and Administration, Deep & Deep publications Pvt.Ltd., New

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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## ENTREPRENEURSHIP AND CONSULTANCY IN HEALTHCARE

HA-116

L	T	P	Credit
4	0	0	4

External Marks: 75

Internal Marks: 25

Total Marks: 100

Time: 3 Hours

**Unit-I:** Overview of Entrepreneurship: meaning and Definitions; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Entrepreneurial Training; Traits/Qualities of an Administrator ; Administrator Vs. Entrepreneur; Innovator vs. Entrepreneur.

**Unit-II:** Opportunity / Identification for starting up a new enterprise/ hospital; Collaboration with NGO and their supportive system for new enterprise creation and its establishment. Conducting Feasibility Studies: Operational, Market, Accounting, Technical studies. Environmental scanning opportunities in health care. Project Finalization; Sources of Information.

**Unit-III:** Overview of Health care Consultancy: Consulting industry with specific reference to hospital and Health care. Consulting Perspective. Professionalism & Ethics in consulting. Consultant – Client Relationship, Behavioral roles of consultants. Consulting process. Entry/ Initial Contracts – Preliminary Problem Diagnosis – Terms and Reference – Assignment Strategy and Plan – Proposal to the Client – Consulting Contract.

**Unit-IV:** Institutional support for new Enterprises/Hospitals: Supporting funding Organizations; Incentives and facilities; Role of Professionals, Professionalism vs. Entrepreneurs. Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

### Suggested Readings:

- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education.
- Rajeev Roy, Entrepreneurship, Oxford University Press.
- D.C Joshi, Hospital Administration; Jaypee Brothers, New Delhi.
- Gupta Joydeep Das, Hospital Administration: A Comprehensive Guide.
- Lall, Madhurima, and Shikha Sahai, Entrepreneurship”, Excel Book.
- Norman M. Scarborough, Essentials of Entrepreneurship & Small Business Management, Pearson Education.
- Vasant Desai, Entrepreneurial Development and Management, Himalaya Publishing House.
- Arya Kumar, Entrepreneurship: Creating and Leading an Entrepreneurial Organizational, Pearson Education.
- Holt, Entrepreneurship: New Venture Creation, Pearson Education.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, McGraw Hill Education.

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.



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