

M.B.A. HOSPITAL ADMINISTRATION COURSE STRUCTURE
(w.e.f. 2021-22 batch)

SEMESTER – I

Sl.No.	Paper Title	No. of Credits	Hours per week	Max.marks:100		Exam time(hrs)
				internal	external	
HA 101	Perspectives of Management	4	4	30	70	3 hrs
HA 102	Organizational Behaviour	4	4	30	70	3 hrs
HA 103	Health Economics	4	4	30	70	3 hrs
HA 104	IT for Healthcare Management	4	4	30	70	3 hrs
HA 105	Medical Terminology, Clinical, Diagnostic and Therapeutic Services	4	4	30	70	3 hrs
HA 106	Hospitals Architecture, Planning and Designing	4	4	30	70	3 hrs
HA 107	Patient Care and Healthcare Technology	4	4	30	70	3 hrs
HA 108	Clinical Postings - I	2	--	50	--	--

SEMESTER – II

Sl.No.	Paper Title	No. of Credits	Hours per week	Max.marks:100		Exam time(hrs)
				internal	external	
HA 201	Human Resource Management	4	4	30	70	3 hrs
HA 202	Accounting for Hospitals	4	4	30	70	3 hrs
HA 203	Purchase and Inventory Management for Hospitals	4	4	30	70	3 hrs
HA 204	Research Methodology and Healthcare Analytics	4	4	30	70	3 hrs
HA 205	Medical Audit and Records	4	4	30	70	3 hrs
HA 206	Total Quality Management and Hospital Accreditation	4	4	30	70	3 hrs
HA 207	Hospital Administration	4	4	30	70	3 hrs
HA 208	Clinical Postings - II	2	--	50	--	--
	MOOCS - I	4	--	--	--	--
Summer Internship for 8 Weeks						

SEMESTER – III

Sl.No.	Paper Title	No. of Credits	Hours per week	Max.marks:100		Exam time(hrs)
				internal	external	
HA 301	Hospitals Operations Management	4	4	30	70	3 hrs
HA 302	Marketing of Healthcare Services	4	4	30	70	3 hrs
HA 303	Strategic Management	4	4	30	70	3 hrs
HA 304	MIS for Hospitals	4	4	30	70	3 hrs
HA 305	Public Health System	4	4	30	70	3 hrs
HA 306	Healthcare Management and Pharmaceutical Management	4	4	30	70	3 hrs
HA 307	Healthcare Laws, Ethics and Counselling Skills	4	4	30	70	3 hrs
HA 308	Clinical Postings - III	2	--	50	--	--
	MOOCS - II	4	--	--	--	--
Study Tour						

SEMESTER – IV

Sl.No.	Paper Title	No. of Credits	Hours per week	Max.marks:100		Exam time(hrs)
				internal	external	
HA 401	Managerial Skill Development for Healthcare Professional	4	4	30	70	3 hrs
HA 402	Healthcare Insurance	4	4	30	70	3 hrs
HA 403	Financial Management	4	4	30	70	3 hrs
HA 404	Enterprise Resource Planning for Hospitals	4	4	30	70	3 hrs
HA 405	Hospital Waste Management	4	4	30	70	3 hrs
HA 406	Hospital Hazards and Disaster Management	4	4	30	70	3 hrs
HA 407	Community Healthcare Management	4	4	30	70	3 hrs
HA 408	Study Tour Report	2	--	--	50	--
HA 409	Project Report	5	--	--	100	--
HA 410	Viva-Voce	5	--	--	100	--
Total		138	--	990	2210	--

MBA (Hospital Administration)

(Syllabus with effect from 2021-22 batch)

I Semester

- 1. Perspectives of Management**
- 2. Organization Behavior**
- 3. Health Economics**
- 4. IT for Healthcare Management**
- 5. Medical Terminology, Clinical, Diagnostic and Therapeutic Services**
- 6. Hospitals Architecture, Planning and Designing**
- 7. Patient Care and Healthcare Technology**
- 8. Clinical Postings - I**

1. PERSPECTIVES OF MANAGEMENT

UNIT – I

MANAGEMENT: Concept –Nature- Levels- Skills- Functions - Management as an Art, Science and Profession – F.W.Taylor’s Scientific Management Theory - Fayol’s Theory of Management- Human Relations Approach; Healthcare Management: Significance- Role and Responsibility of Healthcare Manager in Hospital – Corporate Social Responsibility.

UNIT – II

PLANNING: Concept-Nature-Purpose-Process of Planning-Types of Plans – Premising; Decision Making: Concept- Decision Making Processes; Management by Objectives: Concept-Process.

UNIT – III

ORGANIZING: Nature-Purpose-Process-Formal and Informal Organizations- Departmentation- Span of Control-Delegation-Decentralization-Line and Staff - Committees.

UNIT – IV

STAFFING: Nature and Importance of Staffing – Recruitment - Selecting - Training and Development - Performance Appraisal; **DIRECTING:** Meaning-Nature and importance-Principles of effective Directing- Assumptions of Human Behaviour by Douglas McGregor, Edgar Shien - Elton Mayo.

UNIT – V

MOTIVATION: Concept – Significance - Theories of Motivation - **Leadership** - Leadership Styles-Leadership Theories; **Communication:** Concept -Importance-Process-Barriers-Principles of Effective Communication; **CONTROLLING:** Concept- Pre-Requisites and characteristics of effective control systems- Basic control process - Controlling Techniques.

Reference Books:

1. Principles and Practices of Management, LM Prasad, Sulthan Chand& Sons, New Delhi-2019.
2. Management An Introduction, David Boddy, Pearson Education, Seventh Edition- 2018.
3. Essentials of Hospital Management & Administration, Dr.D.L. Ramachandra, Educreation Publishing-2018.
4. Principles of Management, 6th Edition, PC Tripathi and PN Reddy, McGraw Hill Education-2017.
5. Management Principles for Health Professionals, Joan GrattoLiebler, Charles R.Mc Connell, Jones and Bartett Publishers, Inc, 7th Edition-2016.
6. Hospital Administration and Management –A Comprehensive Guide, Joydeep Das Gupta, Jaypee Brothers Medical Publishers; Second Edition-2015.
7. Hospital Management; Text & cases, Pearson Education India, First Edition-2013.
8. Healthcare Management (Text and Cases), S.K.Sarangi, Himalaya Publishing House-2011.
9. Dunn&Haimann’s Healthcare Management, Rose.T.Dunn Health Administration Pr; 9th Edition-2010.
10. Hospital Management and Administration Principles and Practice Including Law, BV Subramanyam, CBS Publishers& Distribution Pvt Ltd.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

First Semester

Hospital Administration

Paper I- **PERSPECTIVES OF MANAGEMENT**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

2. ORGANIZATIONAL BEHAVIOUR

Unit - I Focus and Purpose of Organisational Behaviour: Meaning, nature and scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.

Unit - II Individual Behaviour: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context

Unit - III Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills

Unit - IV Organisational change and Development: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational Development: objectives and techniques of Organisational Development. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution.

Unit - V Organisational Culture: Definition and characteristics, creating and sustaining culture

Reference Books

1. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
2. Organisational Behaviour - Text, Cases & Games by K. Aswathappa
3. Organizational Behavior - Stephen .P. Robbins, Prentice Hall of India
4. Udai Parek, Understanding Organisational Behaviour, Oxford
5. Jai, B.P. Sinha, "Culture and Organisational Behaviour", Sage Publications

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

First Semester

Hospital Administration

Paper II- **ORGANIZATIONAL BEHAVIOUR**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a.)

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

3. HEALTH ECONOMICS

Unit – I: Health Economics: Need & Scope of Health Economics; Principles of Health Economics; Basic Economic Concepts – Application of Economics to Business Decisions

Unit – II: Demand Analysis: Law of Demand – Elasticity of Demand –Utility and Health; the Demand for and Supply of Medical Care-Conceptual framework and Medical care demand applications; Demand Forecasting in relation to health services – Techniques of Demand forecasting;

Unit – III: Market Structures and Price – Output Decisions: Market Structures – Price out Put determination under perfect competition; Monopolistic Competition

Unit – IV Healthcare Reforms in India: Healthcare Policy; Experiences of healthcare reform, Impact of reform; Economic Evaluation of National Health Program. The Impact of Economic Evaluation on Decision Making in Healthcare, Government involvement in healthcare market

Unit – V Health Policy: Health Policy Conundrum– Arrow’s impossibility theorem, health policy Trilemma, Working of health insurance markets, regulation of healthcare providers, comparing National Health Policies, Bismark Model; social health insurance.

Reference Books

1. Thomas and Maurice, “Managerial Economics”, Tata Mc-Graw Hills.
2. Ahuja, H.L., “Managerial Economics”, S-Chand.
3. Charles E. Phelps “Health Economics” Routledge Publications. 6th Edition 2017
4. [David Wonderling](#), [Reinhold Gruen](#), [Nick Black](#) “Introduction to Health Economics” Open University Press 2018 revised edition
5. [Dutta Shuvendu Bikash](#) “Health Economics for Hospital Management” [Jaypee Brothers Medical Publishers](#).
6. Dr D Amutha “A Text Book of Health Economics” IBP Publisher, 2016
7. By [Frank A. Sloan](#) and [Chee-Ruey Hsieh](#) “Health Economics” The MIT Press, 2019
8. Battacharya, Jay Hyde Timothy & TU Peter (2014). Health Economics. Palgare Mac Miller Publication.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

First Semester

Hospital Administration

Paper III- **HEALTH ECONOMICS**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

4. IT FOR HEALTH CARE MANAGEMENT

Unit - I Introduction: Evolution of Computers- Generations; types of Computers- Hardware and software – Types of software –Storage Devices data representation for Computers

Unit - II Computer Networks Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet, Intranet, Extranet, MIS.

Unit - III MS Word & Excel

MS-Word: Creation of Document – Format Document – Text Editing and Saving – Organising information with tables and outlines – Mail merge – Index- Printing

MS Excel: Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts.

Unit - IV Power Point: Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons

Unit - V Data Analysis with Statistical Tools:

MS Access: Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports.

Overview of SPSS: Uses, Data Analysis, Concepts of Main Menu and other features of SPSS Package.

Reference Books

1. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
2. V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
3. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
4. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
5. Cox et al – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Anita Goel, “Computer Fundamentals”, Pearson.
8. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
First Semester
Hospital Administration
Paper IV- **IT FOR HEALTH CARE MANAGEMENT**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a.)

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

5. MEDICAL TERMINOLOGY, CLINICAL, DIAGNOSTIC AND THERAPEUTIC SERVICES

Unit - I Introduction: Primary care, Secondary care, Tertiary care; Rural Medical care, Urban medical care; Curative care & Preventive care; General & Special Hospitals; Clinical Terms; Common Terms of Healthcare Management: Terms related to levels of healthcare, Primary, Secondary and Tertiary; Systems of Medicine: Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc

Unit - II Outpatient & Inpatient services: Medical services; Surgical services; Paediatric services; Dental services; Psychiatric services; Casualty & Emergency services; Hospital Laboratory services; Anaesthesia services; Obstetric and Gynaecology services; Neuro-Surgery service; Neurology services; Intensive care unit; Coronary care unit; Burns, paraplegic & malignant disease treatment; Nursing services.

Unit - III Medical Terminology: Glossary of medical terms: Major diseases and medical specialties: Roots, Prefixes, Suffixes, Abbreviations and symbols; Common roots: element referring to, usage and definition; Common prefixes and suffixes; Common abbreviations: departments, time, general healthcare, routes of medication and laboratory; Symbols.

Unit -IV Speciality-wise terminology: Pathology terms of common use; Diagnostic and therapeutic terms; Paediatric services; ENT; Ophthalmology; Orthopedics; Dermatology; Cardiology

Unit - V Principles and methods of organizing, clinical and support services for hospitals; Role of support services in hospital functioning;

Reference Books

1. Mogli GD: Medical Records, Organization and Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001.
2. Francis CM, Mario C de Souza: Hospital Administration, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000.
3. Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press.
4. Rowland HS, Rowland BL: Hospital Administration Handbook, Aspen System Corporation: Rockville, 1984.
5. BM Sakharkar, Principles of Hospital Administration and Planning –Jaypee brothers publications.
6. Medical records manual: A guide for Developing countries WHO regional office, stylus Publication

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

First Semester

Hospital Administration

**Paper V- MEDICAL TERMINOLOGY, CLINICAL, DIAGNOSTIC AND
THERAPEUTIC SERVICES**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

6. HOSPITAL ARCHITECTURE - PLANNING AND DESIGNING

Unit - I Introduction to Hospital Planning: Aim, guiding Principles in Hospital Planning; Regionalization of Hospital Services (Area wide planning); Stages in Hospital Planning; Hospital Utilization Statistics; Assessment of the extent of need for Hospital Services.

Unit - II Surveying the community: Planning for general hospital services; Determining hospital location, size and kind of hospital service, area to be served, bed occupancy and bed ratios, quality of facilities and services; Evaluation of human resource; Hospital Constitution.

Unit - III Hospital Construction: Role of Organisation, Governing Board, Hospital Administration; Role of Hospital Architect; Architect's brief, Choosing a site, site survey; Process of Hospital Planning; Hospital Design –Guiding Principles in Planning and Designing; Long range plans and facility master plan; Circulation pattern planning of different types of hospitals; Operations and future planning; Equipment planning; Hospital Building - Space requirements; Hospital project management; Hospitals for tomorrow.

Unit - IV Functional Hospital Organization: Hospital code of ethics, medical ethics Indian Boilers Act 1923; Safety of Centralized Gas and Vacuum Supply Services: Petroleum Rules 2002; Fire Safety Regulations; Registration of Hospital, Nursing Homes.

Medical specialties- Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.

Unit - V Supportive services: Clinical laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services.

Reference Books

1. Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 2, Response Books, New Delhi, 2000.
3. Sakharkar, B. M.(2009). Principles o/ hospital administration and planning. Jaypee Brothers Medical Publication
4. Lewellyn Davis L., Hospital Planning and Administration, R. Macaualy HMC

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

First Semester

Hospital Administration

Paper VI- **HOSPITAL ARCHITECTURE - PLANNING AND DESIGNING**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a.)

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

7. PATIENT CARE AND HEALTHCARE TECHNOLOGY

UNIT- I Introduction: Patient Rights – Patient Behaviour – Models of Patient Behaviour – Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making

UNIT- II Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria Audit of Patient Behaviour

UNIT- III Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counselling: for surgical procedures, for treatment, grief counselling; protocols, Medicare standards, Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care.

UNIT - IV Concepts And Issues Related To Healthcare Technology: Introduction; Problems and constraints associated with healthcare Technology; Present trend in Healthcare Technology; Hospitals and Technology; Dealing with Technological Problems.

UNIT - V Planning Process For Introduction Of Technology In Healthcare: Healthcare Technology in developing countries; Planning and adopting appropriate Technology in healthcare; Mechanism to ensure appropriate use of healthcare Technologies; Developing sources of information on hospital technology; Evaluation methods of health technology; Application of technology: In diagnostic Service areas (Radiology, Lab Services etc), In clinical Services areas (Nephrology, Urology, Cardiology etc), In therapeutic services, and In patient support areas.

Reference Books

1. Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000
2. Wiley Blackwell, Improving Patient care BMJI Books

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

First Semester

Hospital Administration

Paper VII- **PATIENT CARE AND HEALTHCARE TECHNOLOGY**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

MBA (Hospital Administration)

(Syllabus with effect from 2021-22 batch)

II Semester

- 1. Human Resource Management**
- 2. Accounting for Hospitals**
- 3. Purchase and Inventory Management for Hospitals**
- 4. Research Methodology and Healthcare Analytics**
- 5. Medical Audit and Records**
- 6. Total Quality Management and Hospital Accreditation**
- 7. Hospital Administration**
- 8. Clinical Postings - II**

1. HUMAN RESOURCE MANAGEMENT

Unit - I

Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.

Unit - II

Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.

Unit - III

Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.

Unit -IV

Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure - Quality of Work life.

Unit - V

NABH - Human Resource Management Standards: HRM Standard 1 to HRM Standard 13 – Excellence, Core, Achievement, Commitment.

Reference Books

1. Aswathappa.K., *Human Resource and Personnel Management*, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Pearson Publications,
3. Edwin B.Flippo, *Personnel Management*, McGraw-Hill
4. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
5. V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
6. David Lepak, *Human Resource Management*, Pearson Publications.
7. Kenneth M. York, *Applied Human Resource Management*, Sage Publications.
8. H. John Bernardin, *Human Resource Management*, Tata McGraw Hill.
9. T.V. Rao, “*Performance Management & Appraisal Systems*”, SAGE Publications.
10. Peter J Dowling, “*International HRM*”, CENAGE Learning.

(BUS HA 2.1 (22))

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Second Semester
Hospital Administration
Paper I- **HUMAN RESOURCE MANAGEMENT**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)
Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)
Essay Type Questions
Answer ALL Questions

2. a.)
Or
b)
3. a.)
Or
b)
4. a.)
Or
b)
5. a.)
Or
b)
6. a.)
Or
b)

PART C – (1× 15=15 marks)
Case Study
(Compulsory)

7.

2. ACCOUNTING FOR HOSPITALS

Unit – I: Financial Accounting: Meaning and Objectives and Functions of Accounting; Principles of Accounting – GAAP – Journals, Ledgers and Trail Balance for Hospitals; Subsidiary Books – Cash Book

Unit – II Financial Statements: Profit and Loss Account – Balance Sheet (**Problems**) – Accounts of Non-profit organizations. Depreciation Methods to be used for the Hospital Equipment

Unit – III: Costing: Fundamentals of Cost Accounting; Costing of Service Departments and Other Related Areas: Estimation of Cost of Service Departments – Allocation and Apportionment of costs to various departments – Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, housekeeping – Activity Based Costing (ABC) in a Corporate Hospital. (Theory Only)

Unit – IV: Management Accounting: Nature and Scope; – Management Accounting Vs Financial Accounting – Management Accounting Vs Cost Accounting – Functions and Duties of Management Accountant in Hospitals.

Unit – V Marginal Costing: Definition, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Managerial Decision Making Areas – Make or Buy.

Reference Books

1. Michael Nowicki “Hfma’s Introduction to Hospital Accounting”, Health Administration Press, 7th Edition, 2018
2. M N Arora “A Textbook of Cost and Management Accounting” Vikas Publishing House, II/e, 2021
3. Debra C.Jeter, Paul K.Chaney “Advanced Accounting” 7th Edition, E-Book, 2019
4. A.Murthy, T.S. Reddy “Financial Accounting” Margham Publications, 2017
5. Shukla, MC and TS Gremal, “Advanced Accounts, S-Chand.
6. Arora R.K. “Financial Accounting” Wiley India Pvt. Ltd, 2/e
7. Praveen Sharma “Advanced Accounting” by Taxmann, 3rd Edition, Aug., 2021
8. Maheswari, S.N. & SK Maheswari, “An Introduction to Accountancy”, Vikas.
9. Dr. A.K. Singhal & Dr. A.K. Ahlawat “Fundamentals of Accounts” Vayu Education of India publications
10. “Beginners Guide on Goods and Services Tax” published by The Institute of Company Secretaries of India, 2017
11. Steven A. Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Healthcare Organizations, Aspen Publishers, Inc.; ISBN: 0834210118: 2nd edition.
12. Periasamy. P, Financial, Cost and Management Accounting, Himalaya Publishing House, 2005.
13. Jain, S.P. and Narang, Advanced Cost and Management Accounting, Kalyani Publishers Ludhiana, Revised Edition, 2019.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Second Semester
Hospital Administration
Paper II- **ACCOUNTING FOR HOSPITALS**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)
Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)
Essay Type Questions
Answer ALL Questions

2. a.)
Or
b)
3. a.)
Or
b)
4. a.)
Or
b)
5. a.)
Or
b)
6. a).
Or
b)

PART C – (1× 15=15 marks)
Case Study
(Compulsory)

7.

3. PURCHASE AND INVENTORY MANAGEMENT

UNIT – I

LOGISTIC MANAGEMENT: importance-objectives-functions-Principles; Purchasing Management – objectives –scope-centralized vs. decentralized purchasing- Principles of Purchasing Management- Tendering Procedures – procurement procedure - Letter of credit.

UNIT – II

INVENTORY CONTROL: significance- objectives-categories of hospital inventories- types of Inventory cost –Inventory Control Systems – Pareto’s law; Inventory techniques: ABC/VED Analysis– Lead Time Analysis – Maximum and Minimum Level - Reorder level – Economic Order Quantity (EOQ) - JIT.

UNIT – III

STORE MANAGEMENT: importance- objectives and functions- location and layout-documentation and store procedure- storekeeper-Types of stores in a Hospital; Standardization-Codification and Classification of materials.

Unit – IV

EQUIPMENT PLANNING AND PROCUREMENT: hospital equipments- Steps in equipment selection – replacement and buy back policy; Utilization: equipment history and documents- maintenance and monitoring of biomedical equipments– Factors leading to poor utilization of equipment.

Unit – V

RECENT TRENDS IN MATERIALS MANAGEMENT: scope and objectives of hospital materials management- Types of Materials used and stored in a Hospital –Computerization of Materials management.

Reference Books:

1. Purchasing and Materials Management, [K C Jain](#) & [JeetPatidar](#), S. Chand Publishing, 2019.
2. Introduction to Materials Management ,Pearson, Pearson Education, Eighth edition, 2017.
3. Purchasing and Materials Management ,P. Gopalakrishnan, McGraw Hill Education; 1st edition, 2017.
4. Purchasing and Supply Chain Management Hardcover, Robert Handfield ,Larry Giunipero, James Patterson, Robert Monczka , South-Western College Publishing; 6th edition , 2015.
5. Handbook of Materials Management, Gopalkrishnan P , Prentice Hall India Learning Private Limited; Second edition, 2015.
6. Purchasing And Materials Management , PatidarJeet S Chand & Company,2011.
7. Hospital Stores Management An Integrated Approach,[Sunil Kant Gupta Shakti](#), Jaypee Brothers Medical Publishers; First edition, 2007.
8. Purchasing And Materials Management,PatidarJeet, S Chand & Company ,2011.
9. Purchasing And Inventory Management - Revised Edition, [K. S Menon](#) , [SarikaKulkarni](#) ,Shroff Publishers; First edition, 2011
10. Inventory Management, Chandra Bose, Prentice Hall India Learning Private Limited; 1st edition, 2006.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Second Semester
Hospital Administration
Paper III- **PURCHASE AND INVENTORY MANAGEMENT**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)
Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)
Essay Type Questions
Answer ALL Questions

2. a.)
Or
b)
3. a.)
Or
b)
4. a.)
Or
b)
5. a.)
Or
b)
6. a).
Or
b)

PART C – (1× 15=15 marks)
Case Study
(Compulsory)

- 7.

4. RESEARCH METHODS AND HEALTHCARE ANALYTICS

Unit-I

Research Methodology: An introduction- meaning of research-objectives of research- types of research- research process.

Unit-II

Theory of Sampling: concept of sampling- probability and non-probability sampling techniques- size of the sample- sampling distribution- sampling error- criteria for selecting- sampling procedure- census and sample.

Unit-III

Measurement and Scaling: nature- types of measurement scales- nominal, ordinal, interval and ratio- validity and reliability in scaling- MDS& ranking and rating scale- Likert's Summated scale- Thurstone's Equal Appearing intervals- out line of MDS- Q sort.

Unit-IV

Data collection and Presentation: primary and secondary data- methods of data collection- questionnaire- designing questionnaire, pre testing questionnaire- **Data Presentation:** editing of primary data, classification of data, guidelines for class selection- objectives and types of classification, frequency distribution- charting of the data- bar chart, histograms and two dimensional graphs, mean, median, S.D, Regression analysis correlations- chi-square,.

Unit-V

Healthcare Analytics and Report Writing: introduction of health care analytics- data-utilization of basic data-sources of health statistics - problems in collection of sickness data-measurement of sickness- vital statistics- Report Writing.

Reference Books

1. Luck.J. David. Ranald S. Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.
2. G.C. Beri, Marketing Research, Tata MacGrawhill, New Delhi, 1996.
3. Green.E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, New Delhi, 1996.
4. Adrian Payne, The Essence of Services Marketing, Prentice Hall, New Delhi, 1996
5. Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.
6. C.R.Kothary“ Research Methodology”New Age International Pvt Ltd Publishers; 2nd edition 2009

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Second Semester

Hospital Administration

Paper IV- RESEARCH METHODS AND HEALTHCARE ANALYTICS

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

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3. a)

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b)

4. a)

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5. a)

Or

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6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

5. MEDICAL AUDIT & RECORDS

Unit – I

Introduction, definition, origins and development in Medical Audit: Medical Audit Policy; Concepts in Medical Audit; Role of Medical Record in Medical Audit; Medical Audit related to diagnosis, investigations and therapy.

Unit - II

Use of Computers in the Audit Process; Global Perspective of Medical Audit; Types of Medical Audit; Appraisal of Medical Audit; Methods of Medical Audit.

Unit - III

Medical Records; Analysis of Medical records; Qualitative, quantitative and statistical committees; EMRD; Medical Registers; Statutory records; Safety, infection surveillance, prevention and control audits.

Unit - IV

Admission, Billing, Nursing Records; Diagnostic Records; Infection Control Records; Maintenance of Intensive Care Units Records.

Unit - V

Housekeeping Records; Food Records; Engineering Records; Maintenance Records; Security Records; Fatal Documents; Mortuary Maintenance Records; Transportation records; Medico Legal Records.

Reference Books

1. Anjan Prakash, Deepali Bhardwaj, Medical Audit, Jaypee Brothers Medical Publishers, New Delhi, 2011.
2. McGrath E.H., S.J., Basic Managerial Skills for All, Prentice-Hall of India Private Limited, New Delhi, 2004.
3. Srinivasan A.V. (ed), Managing a modern hospital, Response Books, New Delhi.
4. Essentials for Hospital Support Services-Sharma and Madhuri
5. Goel SL, Kumar R, Hospital Supportive Services, Deep & Deep Publications Pvt. Ltd, 2004.

(BUS HA 2.5 (22))

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Second Semester

Hospital Administration

Paper V- MEDICAL AUDIT & RECORDS

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

6. TOTAL QUALITY MANAGEMENT & HOSPITAL ACCREDITATION

Unit - I Evolution of Quality Management: Introduction, concept, definition, origin & growth of Quality Management; Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.

Unit - II Quality Management in Hospital: Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.

Unit - III Team work and Tools in TQM: TQM team work; Employee involvement; Key result areas; Leadership; TQM Tools; Quality Function Deployment (QFD); Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); Kaizan; 'O' defect programme; Statistical Tools in TQM; Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business Process Reengineering; Six Sigma; Assessing Quality; Patient satisfaction survey; TQM practices in Indian Hospitals.

Unit - IV Organisation and Roles in Quality: Quality Policy; Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Obstacles to the practice of Quality in Hospitals.

Unit - V Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000; NABL, NABH, JCI & JCAHO; Accreditations Scenario in India and abroad; Organisations and authorities for accreditations in India; Accreditation process; Role of the government in developing an accreditation system.

Reference Books

1. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai, 2002
3. Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, Tata McGraw Hill
4. D.D. Sharma, Text book of Quality Management
5. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Second Semester

Hospital Administration

Paper VI- TOTAL QUALITY MANAGEMENT AND HOSPITAL ACCREDITATION

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

7. HOSPITAL ADMINISTRATION

Unit - I

Concept of Hospitals: Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community.

Unit - II

Introduction to Hospital Administration: Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.

Unit - III

Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security, and Transport.

Unit - IV

Hospital Management: Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization

Unit - V

Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration.

Reference Books

1. Sakharkar, B. M., & Jaypee Brothers (Jaypee digital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
2. Srinivasan, S. (1982). Management process in health care. New Delhi: Voluntary Health Association of India.
3. Joshi DC, Joshi, Mamta, (2009). Hospital administration. Jaypee Brothers Medical Publications
4. Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Second Semester
Hospital Administration
Paper VII- **HOSPITAL ADMINISTRATION**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)
Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)
Essay Type Questions
Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)
Case Study
(Compulsory)

7.

MBA (Hospital Administration)

(Syllabus with effect from 2021-22 batch)

III Semester

- 1. Hospitals Operations Management**
- 2. Marketing of Healthcare Services**
- 3. Strategic Management**
- 4. MIS for Hospitals**
- 5. Public Health Systems**
- 6. Health Care Management & Pharmaceutical Management**
- 7. Healthcare Laws, Ethics & Counseling Skills**
- 8. Clinical Postings - III**

1. HOSPITAL OPERATIONS MANAGEMENT

Unit -I

Hospital Operations Management: concept-role and decisions- application of computer and advanced operations technology- front office & back office-operations of supportive services in hospital.

Unit-II

Operations Strategy: significance of Operations Strategy- elements-technology selection and process development- developing operations strategy; Facility Location and Layout: importance of location- factors- general steps in location and selection decision process- types of lay outs.

Unit-III

Productivity and Work Measurement: Concept - factors affecting the productivity- Productivity measures; Work Study: objective and scope of work study -Techniques-Method Study; Work Measurement: different methods- work sampling.

Unit-IV

Value Management: Value engineering-value analysis; Quality Control: Standards and specifications – Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts-Accreditation and Accrediting organizations in hospital.

Unit-V

Operations of Utility and Auxiliary Facilities: Bio-Medical Engineering-Bio-Medical technology application in hospital environment- calibration tests, bio medical hazards-waste disposals; Role of Operations of utility and auxiliary facilities in hospital management.

Reference Books:

1. Healthcare Operations Management: A Systems Perspective, Dr.JamesLaungabeer, Jeffrey Helton, Jones&Bartlett Learning; 3rd Edition-2020.
2. Operations Management, William J Stevenson, McGraw Hill, 12th Edition-2018.
3. Production and Operations Management, S.A. Chunwalla, D.R.Patel, Himalaya Publishing House, 9th Edition-2018.
4. Healthcare Operations Management, Daniel B.Mc Laughlin, John R.Olson, Third Edition-2017.
5. Production Management; Advanced Models, Tools and Applications for Pull Systems, YacobKhojasteh, 1st Edition Productive Press-2017.
6. Fundamentals of Operations Management, SandeepShrestha, Durga Prasad Chapagai, Asmita Books Publishers & Distributions (P) Ltd-2017.
7. Operations Management in Healthcare: Strategy and Practice, Corinne M. Karuppan, Nancy E. Dunalp, Michael R.Waldrum, Springer Publishing Company, 1st Edition-2016.
8. Production and Operations Management, R.B.Khanna, PHI-2013.
9. Production and Operations Management, Prof.K.C. Jain, Dr.P.L.Verma, Mr.PrabhatKartikey, Dreamtech Press-2013.
10. Hospital Operations-Principles of High Efficiency Healthcare,Wallace J. Hopp, William S. Lovejoy, Jeffery S. Desmond, Christopher R.Friese, Steven L. Kronick, Michael W.Mulholland , Jeffrey L. Myers, Pearson F T Press, 1st Edition-2012.
11. Operations Management A Quantitative Approach-PB Mahapatra, Prentice Hall India Learning Private Limited-2010.
12. Production and Operations Management, K.Aswathappa, Himalaya Pub.House-2009.
13. Healthcare Operations Management, Daniel B. McLaghlin, Julie M. Hays, Health Administration Press-2008.
14. Cases in Operations Management, K.N.Krishnaswamy, M.Mathirajan, Prentice Hall Learning Private Limited-2008.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Third Semester
Hospital Administration
Paper I- **HOSPITAL OPERATIONS MANAGEMENT**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)
Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)
Essay Type Questions
Answer **ALL** Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

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5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)
Case Study
(Compulsory)

7.

2. MARKETING OF HEALTH CARE SERVICES

UNIT – I Understanding Service Markets, Products and Customers: introduction to Service marketing- Distinctive Marketing Challenges in Services. Service Marketing Mix, customer Behavior in Service Encounters; Customer Decision Making; The Three-Stage Model of Service Consumption- Pre Purchase Stage, Service Encounter Stage and Post- Encounter Stage

UNIT – II Building the Service Model: Planning and creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services, Branding Strategies for Services. Distribution in Services, Determining the Type of Contact- Options for Service Delivery. Place and Time Decisions, Delivering Services in cyberspace; the Role of Intermediaries; The challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.

UNIT – III Service Pricing and Revenue Management: objectives for Establishing Prices; pricing Strategy- Cost-based, Value based. Competition based. Measure the Effectiveness of a Firm's Revenue Management, price Elasticity.

UNIT – IV Designing and Managing Service processes: Service Process- Designing and Documenting Service Processes. Developing a Service Blue print, Service Process Redesign, Customer participation in Service processes.

UNIT – V Implementing Profitable Service Strategies: customer Loyalty, customer-Firm Relationship, The wheel of Loyalty, creating Loyalty Bonds. Strategies for reducing customer Defections. CRM: customer Relationship Management, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Learning from Customer Feedback. Improving Service Quality and Productivity.

Suggested Readings:

1. Christopher Lovelock, C., &Wiltz. J. (2016). Service marketing, people, technology strategy, a south Asian perspectives Pearson publication 2018,.
2. Douglas Hoffman & John E.G. Bateson “service Marketing concepts, strategies and cases, cengage publications, 2017.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Third Semester
Hospital Administration
Paper II- **MARKETING FOR HEALTHCARE SERVICES**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)
Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)
Essay Type Questions
Answer **ALL** Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)
Case Study
(Compulsory)

7.

3. STRATEGIC MANAGEMENT

Unit – I Introduction: Strategic Management – Meaning, Importance, strategic planning and Management – Benefits and limitations –Strategic Management process-Strategic Intent –Vision –Mission, Goals and Objectives.

Unit - II Environmental Analysis: Environmental Analysis – Internal and External Environment –Techniques of Internal Analysis - SWOT; Value chain Analysis; Balanced score card; Strategic Advantage profile –Core competence –Competitive Advantage

Unit - III Strategy Formulation: Strategic Analysis and choice –Steps of strategy Formulation – Input, Matching and decision stages – BCG Matrix, GE Nine Cell Matrix

Unit - IV Strategy Implementation: Inter relationships between Strategy formulation and Implementation –Mckinsey7.s model –Organizational Structure –Relation between Strategy and Structure –Strategic leadership.

Unit – V Strategy Evaluation & Control: Importance, criteria for Strategic control –Quantitative and Qualitative controls –Limitations & Barriers –Guidelines for proper control

Reference Books

1. Appa Rao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi.
2. AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. VSP Rao and V.Harikrishna., Strategic Management, Excel Books.
4. Ramawswamy.V.S. &Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases(The Indian Context), Macmillan Business Books
5. P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers
6. UpendarKachur., Strategic Management, Excell Books. Stephen

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Third Semester

Hospital Administration

Paper III- **STRATEGIC MANAGEMENT**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

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3. a)

Or

b)

4. a)

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5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

4. MIS FOR HOSPITALS

Unit - I

Information System Concept – Information Resource Management – Data and Information Management

Unit - II

Management Information System – Evolution – MIS in Strategic Advantage – Systems Approach in Problem Solving – MIS in Decision Making – DBMS Models

Unit - III

Decision Supporting Systems – Data Mining for Decision Support – Sensitivity Analysis – Goal Seeking Analysis – What if Analysis – Optimization Analysis

Unit - IV

Developing MIS System – System Development Life Cycle – System Specification – System Analysis – System Design – System Implementation

Unit - V

Hospital Information System: Introduction to HIS – Scope of HIS – Benefits of HIS – HIS Selection Criteria – Guide for Purchasing Software – **Some Commonly Used Software:** Tele health, HER/EMR: Clinical Decision Support System, Administrative Information System, health Information System – RFIO in healthcare.

Reference Books:

1. Gordon B.Davis and M.H. Olson, *Management Information Systems – Conceptual foundations, structure and development*, McGraw Hill Publishing, 1984.
2. Erid Muford. *Effective Systems design and requirements analysis*, McGraw Hill, 1995.
3. Mahadeo Jaiswal & Monika Mital, *Management Information System*, Oxford University Press, 2005.
4. Rajesh Narang, *Data Base Management System*, Prentice-Hall India Private Limited, New Delhi, 2004.
5. Sadagopan.S, *Management Information System*, Prentice-Hall India Private Limited, New Delhi, 2004.
6. Kenneth.C. Laudon & Jane P.Laudon, *Management Information System* Prentice-Hall India Private Limited, New Delhi, 2006.
7. Jerome Kanter, *Managing with Information*, Prentice-Hall India Private Limited, New Delhi, 2004. 4th Edition.
8. P. Weill & M. Broadbent “Leveraging the New Infrastructure: How Market Leaders Capitalize on IT”, Harvard Business School Press, May 1998

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Third Semester

Hospital Administration

Paper IV- MIS FOR HOSPITALS

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

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4. a)

Or

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5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

5. PUBLIC HEALTH SYSTEMS

Unit - I Public health System: Definition and scope; Organizations and sectors that are involved in the public health system; Roles and functions, Essential Public health services; Public health system in India; Healthcare infrastructure in India – public and private; Public health Policy, History of public health in India, Bhole committee, national health committees since Independence.

Unit - II Issues, Theories and Concepts in Policy Formulation: Welfare economics and investments in human capital; Health Economics–Demand of Health and Health services; Demand elasticity and health; Economic evaluation of health care; Economics of markets and market intervention; Role and responsibility of Government in the Health Sector; Evidence Based Policy

Unit - III Financing, Resource Allocation and Health Sector Reform: Mobilizing finance & model of financing; Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option; Role of International Agencies; Health systems around the world: Reliance on the state, voluntary insurance based system, social insurance system, parallel systems; Health sector reform – trends, country experiences, Analytical Approaches

Unit - IV Plan Implementation and Control: National Health Programmes; Tools for improving planning process; Regulation of Health services and research; Measurement of Health / medical needs and services utilization; Resource Allocation: cost benefit analysis – Eco based budgeting; System analysis and operation research in Health Care Programmes; Control mechanisms.

Unit - V Recent trends in Public health systems: Emerging trends in health care; Recent Trends in Public Health; Future trends affecting public health: challenges and opportunities; Changes in health care delivery systems, Information technologies, Changing needs of public health work force, Growth in health-related partnerships, Population risk factors; Consumerism and healthcare; Social Determinants of Health

Reference Books:

1. Park K, Park's Textbook of Preventive and Social Medicine, Publisher, Banarsidas Bhanot. 26th Edition, 2021
2. Srinivasan R, Health Care in India - Vision 2020 - Issues and Prospects, https://niti.gov.in/planningcommission.gov.in/docs/reports/genrep/bkpap2020/26_bg2020.pdf

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Third Semester

Hospital Administration

Paper V- PUBLIC HEALTH SYSTEMS

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

b)

3. a)

Or

b)

4. a)

Or

b)

5. a)

Or

b)

6. a).

Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

6. HEALTH CARE & PHARMACEUTICAL MANAGEMENT

Unit - I Introduction; Physical Environment – Water requirements, Pollution, Purification; Air, Sound, Ventilation – Pollution and control; Biological environment; Social and cultural and economic environmental factors; Political and Legal factors affecting health; Technological factors and natural factors in health care.

Unit - II Evolution of health care systems – Changing concepts of health and disease; Public health; Health Committees in India; Primary Health Care approach – Principles and elements; . Public & private sectors in health; Indigenous systems of medicine (AYUSH); Voluntary organizations.

Unit - III National health Policy; Population Policy; Drug Policy; Blood Policy; Medical education Policy; Public Health Acts; health insurance; Community health insurance schemes; ESI Scheme; CGHS; Defense and Railways health programmes.

Unit - IV Pharmacy Pharmacopeias, Pharmaco dynamics, Economics of new drug development; Drug formulations – Powders, tablets, syrups, elixirs, suspensions, capsules, topical preparations; Slow / sustained release preparations; Medical devices; Pharmacy legislations and regulations; IND; New drug promotion and launching; Nutraceuticals.

Unit - V Emerging Approaches in Health Care and Recent trends: Related Ethical and Legal issues; Contracting in Health care; Effective Media communication; Robotic surgery, Telemedicine; Medical Tourism.

Reference Books

1. Joshi. S. K (2010).Law and practise of Medicine. Jaypee Brothers Medical publications
2. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
3. S.L.GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt. Ltd., New Delhi.
4. Joshi' D C & Joshi, Mamta.(2009). Hospital administration. Jaypee Brothers Medical Publications

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Third Semester

Hospital Administration

Paper VI- **HEALTH CARE MANAGEMENT & PHARMACEUTICAL MANAGEMENT**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
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SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

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5. a)

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6. a).

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

7. HEALTH CARE LAWS, ETHICS & COUNSELING SKILLS

Unit - I Establishment: Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.

Unit - II Hospital Services and Law: Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.

Unit - III Hospitals and Labour Enactments: Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions – Requisitions of a valid disciplinary enquiry; Service Conditions; Retiral benefits; Social Security and Insurance

Unit - IV Legal frame work: Patient right's and responsibility; Medical malpractice; Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric & mental health; Toxicology - laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anaesthesia and Surgery.

Unit - V Counseling skills: Introduction, growth of Counseling Services; Approaches to counseling; Process of Counseling; Attitudes of Counselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients' problems; Selecting counselling strategies & interventions; Changing behavior through counseling; Application of Counseling to Hospital Situations with a Focus on Performance Improvement.

Reference Books

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
2. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press
3. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
4. Kavita Singh, Counseling skills for Managers' PHI Publishing House.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Third Semester

Hospital Administration

Paper VII- **HEALTH CARE LAWS, ETHICS & COUNSELING SKILLS**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

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3. a)

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6. a).

Or

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

MBA (Hospital Administration)

(Syllabus with effect from 2021-22 batch)

IV Semester

- 1. Managerial Skill Development for Healthcare Professional**
- 2. Healthcare Insurance**
- 3. Financial Management**
- 4. Enterprise Resource Planning for Hospitals**
- 5. Hospital Waste Management**
- 6. Hospital Hazards and Disaster Management**
- 7. Community Healthcare Management**

1. MANAGERIAL SKILLS DEVELOPMENT FOR HEALTHCARE PROFESSIONALS

Unit - I

Introduction to Business Communication: Meaning, Need, Purpose and types of communication; process of communication: Communication structure in organization;

Unit - II

Principles of effective communication: Principles of effective communication, Barriers to communication; Gateway in communication; 7 c's of communication; impact of cross Cultural communication: Use of Technology to improve Business Communication.

Unit - III

Employment Communication: CV/Resume Writing and Cover Page Draft. Group Discussions, Interview, Candidates' preparation for Interview, Effective Listening Skills. Mock Interview, Essential Elements of an Effective Presentation.

Unit - IV

Business Meetings in hospitals: Meetings, Calling for arranging, conducting meetings and taking minutes, meeting etiquette. Business letters - Format and layout -E-mail - Presenting mail - Common sense and Etiquette in email, - Improving writing skills.

Unit - V

Corporate Communication in hospitals: Definition, Scope, Importance & Components of Corporate Communication, professional communicator Responsibilities, corporate communication & public Relation, Role of Social Media in Communication

Reference Books

1. Lesikar. R V. & Pettit. Jr. J.D. Basic business communication; theory & application, (10th Edition.). Tata McGraw Hill
2. Sehgal. M.K. &Khetrapal. V. Business communication, Excel Books.
3. Sharma. R.C. & Krishna, M. Business; Correspondence and report writing (3rd Edition.). Tata McGraw, Hill.
4. 'Basic Business Communication' 10th Edition by Lesikar& Flatley TMH Publication.
5. 'Foundation of the Business Communication' by Dona. J. young-Tata McGraw Hill TMH Publication.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Fourth Semester

Hospital Administration

Paper I- **MANAGERIAL SKILLS DEVELOPMENT FOR HEALTHCARE**

PROFESSIONALS

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

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3. a)

Or

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Or

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Or

b)

PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

2. HEALTHCARE INSURANCE

UNIT – I: Introduction to Healthcare Insurance

Concept –importance- nature and scope- need of health insurance-benefits- principles of health insurance- Challenges in health insurance. Classification of health insurance products –Group Health Insurance-Standard Products Health Insurance-Specific ailment based products-Community based health insurance- ESIS and CGHS - Marketing of Insurance Products.

UNIT – II Health Insurance Documentation

Concept-Need for Insurance Documentation- Role of health insurance Agent, Field Officer, Surveyors assessor & responsibilities of insurer in documentation-Role of intermediary – Underwriting: Concept – need –process- Pros and Cons.

UNIT-III Health Insurance Claims

Concept – **Formalities for a death and maturity claim-** Role of claims management in insurance company - claims process - Documentation – Claims reserving -Rejection of Claims– Role of third party administrators.

UNIT-IV Health Insurance Law & Regulations

Insurance Regulatory and Development Authority (IRDA) for health insurance- role of Health Insurance Advisory Committee- Ombudsman- Regulations relating to the intermediaries- Appointment of Actuaries- Policyholder Protection Committee- Servicing of Insurance Orphan Policies- Portability of Health Insurance-Insurance Councils in India.

UNIT-V Health Insurance Frauds

Concept of Health insurance frauds- Components of Health Insurance Fraud-types- Measures to control insurance fraud- Renewability of Health Insurance-Role & Objectives of Insurance Repositories-Recent trends in healthcare insurance.

Reference Books:

1. Health Insurance Today, 7th Edition, Janet Beik Julie Pepper, Saunders Published, 2020.
2. Health Insurance, [Michael A. Morrissey](#), AUPHA/HAP Book, 3rd Edition, 2020.
3. How To Buy Health Insurance, [JagendraRana](#), Blue Rose Publishers, 1st Edition, 2019.
4. Understanding Health Insurance, A Guide to Billing and Reimbursement 10th Edition Michelle A. Green and JoAnn C. Rowell, Delmar Cengage Learning , 2019.
5. India Insurance Guide L. P. Gupta, Self Published, Revised Edition 2018.
6. Law Of Insurance , J. Usha, P. Jaganathan, J.P Arjun, UshaJaganath Law Series, 2018.
7. The Fundamentals of Insurance - Theories, Principles and Practices HargovindDayal, Notion Press, Edition: 1, 2017.
8. Health Insurance Sector in India Mahendran T, Abhijeet Publications, 2017.
9. An Introduction to Insurance Laws NareshMahipal, Central Law Publications, 2nd Edition, 2017.
10. General Principles of Law of Insurance, RN Chaudhary, Central Law Publications, 3rd Edition, 2017.
11. Mediclaim and Health Insurance, [PatukaleKshitij](#), PrabhatPrakashan, 1st Edition, 2016.
12. Fundamentals of Life Insurance: Theories and Applications , Mishra Kaninika, PHI Learning, 2016.
13. Technicalities of Health Insurance, [Harish SihareS. D. Gupta](#), Global Academic Publishers & Distributors, 2015.
14. Insurance Activities Comptroller's, Createspace Independent Publishing Platform, 2015.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Fourth Semester

Hospital Administration

Paper II- **HEALTHCARE INSURANCE**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)
- (i)
- (j)

SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

Or

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

3. FINANCIAL MANAGEMENT

Unit-I Financial Management- Concept, scope and Objectives; Finance Function – Functions of Financial manager –Time value of money –Agency conflict.

Unit-II Working Capital Management Concept of working capital and operating cycle – Determinants of working capital –Estimating working capital requirements - Liquidity Vs Profitability - Cash Management.

Unit-III Financing Decision Capital structure planning –Basic theories of capital structure – Traditional Vs. MM Hypothesis – Optimum capital structure –Trading on equity –Sources of long term funds –Concepts of Financial and operating leverage

Unit –IV Investment Decision Capital budgeting –Techniques –Payback period –Accounting Rate of Return methods; discounted cash flow techniques, NPV, PI and IRR

Unit –V Dividend Decision Dividend theories –Traditional position –Walter’s model, Gordon’s model –M M Hypothesis

Reference Books

1. James C. Vanhorne, Financial Management & Policy (Prentice Hall of India Pvt. Ltd., New Delhi, 2011) revised edition, 2011.
2. Pandey, I.M. Financial Management (Vikas Publishers, New Delhi). 20/e, 2021
3. Prasanna Chandra, Financial Management (Tata McGraw Hill Publishing Company Ltd., New Delhi).
4. Ezra Soloman & John J. Pringe. An Introduction to Financial Management,(Prentice Hall of India Pvt. Ltd., New Delhi).
5. Kulkarni. P.V. & Satyaprasad.B.G., Financial Management, Himalaya Publishing House, 14th Edition, 2018.
6. Khan.M.Y. & Jain. P.K., Theory and Problems in Financial Management, (Tata McGraw Hill Publishing Company Ltd., New Delhi, 2018, 8/e

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Fourth Semester

Hospital Administration

Paper III- **FINANCIAL MANAGEMENT**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
- (e)
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- (g)
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- (i)
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SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

4. ENTERPRISE RESOURCE PLANNING FOR HOSPITALS

Unit - I Introduction - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems

Unit - II ERP Solutions and Functional Modules - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP Business Modules – Finance – Manufacturing – Human Resources – Plant maintenance –Materials Management – Quality management – Marketing – Sales, Distribution and service.

Unit - III ERP Implementation - Planning Evaluation and selection of ERP systems- Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

Unit - IV Post Implementation - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

Unit - V Emerging Trends on ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

Reference Books:

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
4. Vinod Kumar Grag and N.K. Venkita krishnan, ERP- Concepts and Practice, Prentice Hall of India,2nd edition, 2006.
5. Summer, ERP, Pearson Education, 2008.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Fourth Semester

Hospital Administration

Paper IV- ENTERPRISE RESOURCE PLANNING FOR HOSPITALS

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
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SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

5. HOSPITAL WASTE MANAGEMENT

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

Unit - II Control of Hospital Acquired Infection: Types of Infection; Common Nosocomial Infection and their Causative Agents; Prevention of Hospital Acquired Infection; Role of Central Sterile Supply Department; Infection Control Committee; Monitoring and Control of Cross-Infection; Staff Health.

Unit - III Biomedical Waste Management: Meaning, categories of Biomedical wastes; Disposal of biomedical waste products; Incineration and its importance; Standards for Waste Autoclaving, Micro Waving and Deep Burial; Segregation, packaging, transportation and storage.

Unit - IV Human Waste Disposal and Sewage Disposal: Diseases carried from excreta; Sanitation barrier; Methods of Excreta disposal; Sewage wastes: Meaning, composition; Aims of Sewage disposal; Decomposition of Organic Matter; Modern Sewage Treatment; Drawbacks of improper disposal of wastes; Solid and liquid waste disposal.

Unit - V Safety and Protective Measure: Principles of Safe Handling; Personal Protective Devices and other Protective Measures; Occupational Safety; Training for Doctors, Nurses, Nodal Officers and Waste Management Analyzers.

Reference Books

1. Singh, Anant. Preet&Kaur. Sukhjit.(2012). Bio-medical waste disposal. Jaypee Brothers Medical Publishers.
2. Bahera. P.K. (2009). Sustainable bio-medical waste management. Dominant Publishers & Distributors.
3. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021

Fourth Semester

Hospital Administration

Paper V- **HOSPITAL WASTE MANAGEMENT**

(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
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SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

2. a.)

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

6. HOSPITAL HAZARDS & DISASTER MANAGEMENT

Unit - I

Hospital Hazards: Meaning and types (physical, biological, mechanical and psychological) and their impact on employees; Preventive measures; Hospital Hazards Management - meaning, need, principles and purpose; Universal precautions for health care workers.

Unit - II

Fire Hazards: Fire Hazard Triangle; Causes of Hospital Fires; Fire Protection – Structure Planning and Design Consideration; Central Air - conditioning Facilities; Electric Installation; Water supply - fire points and Escape routes; Fuel Store; Manual Call Points; Means of Escape; Risk evaluation

Unit - III

Radiation Hazards: Biological effects of radiation hazards; Diagnostic Imaging – Radiation protection and safety; Radiation safety monitoring; Principles in the layout of a diagnostic X-ray room; Video imaging modalities, contrast media, laser imaging; Magnetic Resonance Imaging – Planning constrains, preventive measures against magnetic field hazards; Nuclear Medicine Department; Radiation Protection Facility; Radioactive Waste

Unit - IV

Disaster Management: Objective, basic concepts, disaster cycle; Classification of disasters; Disaster Process – Spectrum of disaster Management; Disaster management in India – National level, state Level; Principles of disaster Planning; Disaster and health problems; Organization of Medical Relief; Principles of Mass Casualty Management; Disaster Administration; Disaster Manual; Disaster Drill.

Unit - V

Disaster Preparedness: Aim, objectives and measures; Medical preparedness: Models. Phases and Use of Technology; Disaster Plan-objectives, need, purpose, planning and implementation. Pre Hospital and Hospital Components - Practical Arrangements.

Reference Books

1. Dhawan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications
2. Sonopant. G. (2012). Disaster Management for Healthcare professional. Jp Medical.
3. Ray. Suresh. (2010). Nurses role in disaster management. CBS publishers.
4. Mehta A, Culley C, (2016). Emergency medicine. Jaypee Brothers Medical publishers.
5. Goldschmitt D, Bonvino R, (2009). Medical disaster response, CRC press.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Fourth Semester
Hospital Administration
Paper VI- **HOSPITAL HAZARDS & DISASTER MANAGEMENT**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
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- (d)
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SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.

7. COMMUNITY HEALTHCARE MANAGEMENT

Unit - I Definition, concepts, determinants & dimensions of health; Health sickness spectrum; Levels of health care; Concepts of disease causation; Levels of disease prevention; Social medicine & Social control of medicine; Community Diagnosis; Quality of life; Right to health; Indicators of health; Health services philosophies; Health services research.

Unit - II Current issues in community health; Etiology and treatment options for common chronic and communicable diseases; primary, secondary, and tertiary measures to prevent and treat conditions most prevalent at the community level.

Unit - III Health promotion in the workplace: A healthy and safe workplace; Occurrence and prevention of injuries; Occupational stress; Occupational safety and health; Women's health; AIDS; Violence; Alcohol, tobacco and illegal drugs use; Proper use of medications - prescription and non-prescription.

Unit - IV Communication, Programme planning and evaluation in health education and promotion: Community needs assessment; Planning for health education and promotion programs in a variety of settings; Issues relating to implementation of programs; Monitoring and Evaluation. Principles of Health Education; Health informatics

Unit - V Chronic disease management & Consumer health: Prevention and control of chronic lifestyle diseases; common barriers to healthy lifestyles; evaluation of health services and products; medical quackery; efficiently using health services; consumer protection; alternative and complementary therapies (AYUSH); food selection; influences of advertising on consumer choices.

Reference Books

1. B. Sridhar Rao, Textbook of Social Medicine, 2nd Edition, 2010, AITBS Publishers, India
2. Ajit K. Dalal, Social Dimensions of Health, Rawat Publishers, 2005, New Delhi, India
3. Seth B. Goldsmith, Principles of Health Care Management, Jones & Bartlett Publishers, 2005, UK
4. Park K. Park's Textbook of Preventive and Social Medicine, 22nd Edition, Banarsidas Bhanot Publishers, Jabalpur, India 2012.

M.B.A (HA) DEGREE EXAMINATIONS, Dec, 2021
Fourth Semester
Hospital Administration
Paper VII- **COMMUNITY HEALTHCARE MANAGEMENT**
(w.e.f. Batches Admitted 2021- 22)

Time: Three hours

Maximum: 70 marks

SECTION A- (5x3 = 15 marks)

Answer any FIVE questions

1. (a)
- (b)
- (c)
- (d)
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SECTION - B – (5x8= 40 Marks)

Essay Type Questions

Answer ALL Questions

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PART C – (1× 15=15 marks)

Case Study

(Compulsory)

7.