

INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER I

Subject Name	ORGANIZATION BEHAVIOR	Subject Code	MHA-103
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To grasp the core concepts, models, and global challenges of Organizational Behavior.
- To study group dynamics, personality types, and counterproductive behaviors in healthcare settings.
- To master effective decision-making, grievance handling, and conflict resolution techniques.
- To develop leadership skills, apply motivation theories, and implement stress and performance management.

Learning Outcomes:

At the end of the course students should be able to-

1. Evaluate group dynamics, individual personalities, and workplace behaviors within hospital settings.
2. Implement effective decision-making, grievance handling, and conflict resolution strategies.
3. Apply leadership principles and motivation theories to manage stress, appraisal, and organizational development.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Note: One Case / case let to be discussed in each Unit

Course Contents

Unit-I Introduction Organizational Behavior	1.1 The nature and functions of an organization 1.2 Meaning and systematic study of O.B 1.3 Contribution of behavioral sciences to O.B 1.4 Models of O.B 1.5 OB in a global perspective 1.6 Challenges and opportunities in OB
Unit-II Organizational Work Culture in hospitals	2.1 Work groups and group dynamics; 2.2 Counterproductive work behavior in hospitals; 2.3 Human personality 2.4 Types of Personality 2.5 Theories of Personality 2.6 Factors affecting Personality 2.7 Significance of Personality
Unit-III Organizational learning and development in hospitals	3.1 Decision making Process in hospitals; 3.2 Grievance Handling; 3.3 Organizational conflict in hospitals 3.4 360 degree feedback 3.5 Handling of Organizational conflicts 3.6 Factors affecting Organizational Conflicts 3.7 Significance of Conflicts in development of an organization.
Unit-IV Organisational Dimensions	4.1 Leadership, Meaning, Scope and Significance of leadership 4.2 Types of Leadership 4.3 Principles of Leadership 4.4 Factors affecting leadership 4.5 Motivation: Meaning, Scope and Significance of motivation 4.6 Types of motivation 4.7 Principles of motivation 4.8 Theories of motivation

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Unit-V Job satisfaction and supervision in hospitals	5.1 Stress management 5.2 Performance appraisal in hospitals 5.3 Organizational Change 5.4 Organizational Development
Suggested Readings:	1. Organizational Behavior — Stephen P. Robbins & Timothy A. Judge — Pearson Education 2. Organisational Behaviour — K. Aswathappa — Himalaya Publishing House 3. Organizational Behavior — Fred Luthans — McGraw Hill Education 4. Organisational Behaviour — S. S. Khanka — S. Chand Publishing 5. Organizational Behaviour — Uma Sekaran — Tata McGraw Hill

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Chaudhary Charan Singh University, Meerut
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Master of Business Administration

(Hospital Administration)



Proceedings of Board of Studies Meeting
Dated: 23-05-2026

CURRICULUM & ORDINANCE

2026-2027

Offered by

Institute of Business Studies
Chaudhary Charan Singh University Campus, Meerut

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ORDINANCE AND REGULATIONS

S. No.	Titles	Details
1.	Name of Program	Master of Business Administration (Hospital Administration)
2.	Duration	2 Years Full time Program
3.	Scheme	Self-Finance Scheme
4.	Effective From	Session 2026-2027

1. Name of Program: MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION)

2. Duration/Type: 2-YEARS (4 SEMESTER) FULL TIME POSTGRADUATE DEGREE PROGRAM.

2.(1): Total duration of the MBAHA Program shall be 2 years, each year comprising two semesters. Each semester shall normally have teaching for 90 working days or as per UGC or CCS University guidelines.

2.(2): The maximum time allowed for complete MBA-HA program shall be 4 years, failing which he/she shall not be allowed to continue for his/her MBAHA degree.

3. Admission and Eligibility Criteria: Any graduate who has Bachelor's degree of minimum three years duration from commerce, science, business administration and arts stream can take admission in the first semester as per the admission rules prescribed by Ch. Charan Singh University campus, Meerut.

4. Cancellation of Admission:

4.(1): The admission of a student at any stage of study shall be cancelled if:

(a) He/she is not found qualified as per the regulations.

(b) He/ she indulge in creating indiscipline in the Institution or in the university.

5. Total Intake: 60 seats

6. Curriculum: The entire curriculum has been divided into four semesters and shall include lectures, tutorials, practical, seminars and projects in addition to industrial training.

6.(1): In addition to theory subjects, there shall be Viva-voce, Computer Practical, Internship and On-site Training as per the syllabus of the program. Each course shall normally comprise of 3-4 credits per semester and number of lectures would be as per UGC norms.

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7. Attendance Criteria:

7.(1): Every student is required to attend all the lectures, tutorials, practical and other prescribed curricular and co-curricular activities in each paper individually.

7.(2): The attendance can be condoned by up to 5% on medical grounds or for the other genuine reasons beyond the control of students only by the Hon'ble Vice Chancellor on the recommendation of the Head of the department but in such case a prior information/ permission is required.

7.(3): No student will be allowed to appear in any of the internal and end semester examination if he / she does not satisfy the overall attendance requirements (75%) of the university.

7.(4): The attendance shall be counted from the date of admission or the commencement of classes whichever is later.

7.(5): A student will require mandatory attendance clause to appear in Internal as well as external examination.

7.(6): No student shall be allowed for External / End Semester examination, if he/she is not permitted for internal examination

8. Industrial Exposure:

8.(1): Any kind of engagement/ continuous interface with the industry in order to gain requisite practical knowledge or hands on training to be groomed as a management post-graduate candidate is mandatory as per the program norms.

8.(2): Preapproved industrial exposure of final semester students may be considered for online academic activities for the purpose of attendance compensation provided their presence in the industry/ workplace during his/her engagement. Sufficient documentary proof in this regard will be submitted by such students in the institution. But continuous online interaction with subject allotted faculty and regular periodical visits to department will be mandatory to maintain academic progress related to course curriculum.

9. Medium of Instructions: Medium of instruction and examination in MBA-HA Program shall be English. However, instructions and conduct of classes may be in Hindi and English both keeping in view of new national education policy, 2020.

10. Examination:

10.(1): The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination.

10.(2): The continuous assessment shall be based on class tests, assignments/tutorials, quizzes/viva-voce and attendance (above than 75%).

10.(3): The marks for continuous assessment (sessional marks) shall be awarded at the end of the semester.

10.(4): The end semester examination shall be conducted by means of written papers, viva-voce, assignment, presentation, project work, and industrial report or by means of any combination of these methods.

10.(5): Proper record will be maintained by the concerned subject teacher as per the directives of the Institute.

10.(6): The distribution of marks for sessional, end semester theory papers, and other

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examinations, comprehensive viva-voce and project, shall be as per the prescribed scheme of examination.

10.(7): The maximum marks of a theory subject shall consist of marks allotted for end semester theory paper examination and sessional work in the scheme of examination.

10.(8): The minimum pass marks in each theory subject (including sessional marks) shall be 40% but 40% marks are essential in each theory paper in end semester examination. If there is no provision of sessional marks in any theory subjects, the minimum pass marks in that theory subject shall be 40% as required in end semester examination.

10.(9): The minimum pass marks in a comprehensive viva / project shall be 50%.

10.(10): A candidate, in order to pass must secure 50% marks in the aggregate of a particular academic year inclusive of both semesters of that academic year subjected to conditions as clause.

10.(11): Internal assessment, the evaluated answer scripts shall be shown to the students at the specified time and date.

10.(12): Odd semester back paper shall be allowed with odd semester examination and even semester back paper with even semester examination.

10.(13): A student, who has failed twice in first year due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) shall not be allowed to continue his/her studies.

11. Award of Sessional Marks:

11.(1): Sessional marks for theory subjects shall be awarded as per the provisions in the schemes of examinations.

11.(2): The break-up of sessional marks shall be as follows:

S. No.	Title	Marks Allotted
(i)	Class Test (two mid-term tests of equal weightage)	20 Marks
(ii)	Teacher Assessment Tutorial / Assignment / Quizzes / Presentations	10 Marks

Internal / Sessional marks shall be awarded on the basis of internal tests, quizzes, class assignments, seminars, attendance etc. Out of 30 marks for internal Assessments, 20 marks shall be for two recorded internal tests and 10 marks for quizzes, class assignments, presentations and attendance (if student acquire more than 75% attendance) etc.

11.(3): Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Institution was taken. Make up test shall ordinarily be held about two weeks before the end semester examination. The syllabus for the make-up test shall be the whole syllabus covered by the subject teacher up to that time.

12. End Semester Exam

12(1): Each theory paper will be of 100 marks. At the end of the semester external examination will be conducted by the University with Max. Marks 70. The Internal / Sessional examination will carry Max. Marks 30.

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12.(2): Practical Examination/viva voce examination would be conducted jointly by a panel of two examiners one external examiner appointed by the University and one internal faculty of the Institute.

Practical examination would be conducted batch wise. A batch would normally have 20 students.

12.(3): The rules and regulations for the conduct of the End-Semester University Examinations and the Practical Examinations would be the same as prescribed by the University.

12.(4) Every student has to fill examination form of the University in each semester along with required fee.

12.(5): Without proper filling of examination form, no student shall be allowed to appear in the End-Semester examinations.

13. Promotion Criteria:

13.(1): A student acquiring the minimum credits in the two semesters of an academic session which is equivalent to the credit of any one semester (semester having the lesser credits) may be promoted to the next year. He may appear for the papers in which he could not pass with the corresponding semesters. This arrangement provides a student the choice that after clearing the first semester he may leave the second semester and may be promoted to the third semester with the condition that he will take the admission and clear the second/ left semester within the stipulated time of the program which is four year as per university rules.

13.(2): If a student fails to acquire the minimum credits in the two semesters of an academic session shall be declared fail. In such case he will not get admission in the next academic year rather he has to clear the year as Ex-student. But in any case a student has to clear all the papers in four years.

14. Ex-studentship:

14.(1): An ex-student shall be required to appear in all the theory/practical/viva voce subjects in the end semester examinations of a semester. However, the sessional marks shall remain the same as those secured earlier.

15. Re-admission in the Institution: A candidate may be allowed to readmission provided he/she satisfies one of the following conditions-

15.(1): A student is not allowed for exams for not fulfilling the attendance criterion.

15.(2): A candidate did not appear in internal exams.

15.(3): A candidate has been detained by the institute and has also been permitted to take re-admission.

15.(4): A candidate as an ex-student passed the examination of the academic year.

16. Award of Division:

16.(1): The result will be declared as per CCS University norms.

16.(2): The division shall be awarded as per CCS University rules.

16.(3): Grace Marks, scrutiny and reevaluation, unfair means and all the other alli

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conditions will be governed by the university rules.

17. Other general rules:

17.(1): The candidate would be required to maintain strict discipline in the Institute. The Institute would be required to frame rules and regulations for keeping the discipline in the Institute, giving sufficient dispute redressal mechanism and constitute Proctorial Board of some faculty members.

17.(2): Re-evaluation/Challenge evaluation of answer books of MBA and scrutiny will be as per the university rules.

17.(3): If a candidate is found using unfair means in any paper he/she would be governed by rules of the University in the regard.

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

SEMESTER WISE COURSE CREDIT & MARKS DISTRIBUTION

Year	Sem.	Course Code	Paper Title	Core Compulsory/ Elective / Value Added	Theory / Practical	Credits	Marks
1 st Year	1 st Sem.	MHA-101	Principles and Practices of Management	Core Compulsory	Theory	4	100
		MHA-102	Managerial Economics	Core Compulsory	Theory	4	100
		MHA-103	Organization Behavior	Core Compulsory	Theory	4	100
		MHA-104	Professional Communication	Core Compulsory	Theory	4	100
		MHA-105	Computer Application in Healthcare	Core Compulsory	Theory	4	100
		MHA-106	Fundamental of Anatomy, Physiology & Medical Terminology	Core Compulsory	Theory	4	100
		MHA-107	Viva-Voce (Soft skills)	Core Compulsory	Practical	4	100
					TOTAL	28	700
	2 nd Sem.	MHA-201	Health Care Marketing and Public Relation	Core Compulsory	Theory	4	100
		MHA-202	Material and Equipment Management	Core Compulsory	Theory	4	100
		MHA-203	Management Accounting	Core Compulsory	Theory	4	100
		MHA-204	Human Resource Management	Core Compulsory	Theory	4	100
		MHA-205	Hospital Operations : Clinical Services	Core Compulsory	Theory	4	100
		MHA-206	Hospital Planning & Maintenance	Core Compulsory	Theory	4	100
		MHA-207	Viva-Voce (Comprehensive)	Core Compulsory	Practical	4	100
					TOTAL	28	700
			Summer Training				
2 nd Year	3 rd Sem.	MHA-301	Financial Management in Hospital	Core Compulsory	Theory	4	100
		MHA-302	Corporate Governance in Healthcare	Core Compulsory	Theory	4	100
		MHA-303	Wages-Salary administration in Healthcare & Health Insurance	Core Compulsory	Theory	4	100
		MHA-304	Hospital Information System (HIS)	Core Compulsory	Theory	4	100
		MHA-305	Statistics and Research Methodology	Core Compulsory	Theory	4	100
		MHA-306	Hospital Operations : Supportive Service	Core Compulsory	Theory	4	100
		MHA-307	Viva-Voce (Summer Training Project)	Core Compulsory	Practical		100
					TOTAL	28	700
	4 th Sem	MHA-401	Strategic Management in Healthcare	Core Compulsory	Theory	4	100
		MHA-402	Healthcare Quality & Waste Management	Core Compulsory	Theory	4	100
		MHA-403	Holistic Approach of Indian Knowledge system in Healthcare	Core Compulsory	Theory	4	100
		MHA-404	Entrepreneurship, Start-ups & New Trends in Healthcare	Core Compulsory	Theory	4	100
		MHA-405	Healthcare Laws & regulations for Hospitals	Core Compulsory	Theory	4	100
		MHA-406	Viva-Voce (Research Project)	Core Compulsory	Project	4	100
		MHA-407	Outreach Activity		Practical	4	100
					TOTAL	28	700

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER I

Subject Name	PRINCIPLES AND PRACTICES of MANAGEMENT	Subject Code	MHA-101
Subject Nature: DISCIPLINE SPECIFIC CORE COURSE (THEORY)			
Course Objective: ➤ To expose the students to basic concepts of management. ➤ To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. ➤ To highlight professional challenges that managers face in various organization.			
Learning Outcome: At the end of the course learners will be able to; 1. Interpolate various managerial skills, roles, functions and levels. 2. Acquire the knowledge of Management Process, theories and structure. 3. Engage in management functions: Planning, organizing, staffing, directing and controlling Explore role of IT in management functioning.			
Examination scheme: • The faculty member will award internal marks out of 30 based on two assessments of 20 marks each. • The end semester examination will be worth 70 marks having theory and cases/practical problems.			
Course Contents			
Unit-I Concept of Management	1.1 Nature and Purpose of Management 1.2 Managing: Science or Art? 1.3 The Evolution of Management Thoughts 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.6 System approach to Management Process.		
Unit-II Planning and Strategies	2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Types, Advantages, Limitations 2.4 Objectives, Management by Objectives. 2.5 Strategies, Policies and Planning Premises 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.7 Forecasting 2.8 Decision Making, Models, Managerial decision-making process		
Unit-III Organizing	3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of Management. 3.3 Structure and Process of Organization. 3.4 Departmentation 3.5 Line and Staff Authority, Conflict 3.6 Decentralization of Authority and Methods 3.7 Delegation of Authority and Kinds 3.8 Organization Charts.		
Unit-IV Directing and Staffing	4.1 Concept, Importance and elements of Directing 4.2 Direction Process, Principles of effective direction 4.3 Definition of Staffing, an overview of Staffing Function		
Unit-V Controlling and Contemporary Management Issues and its Challenges	5.1 Concept and Process of Control, Control Techniques 5.2 Human Aspects of Control, Control as a Feedback System 5.3 Profit and Loss Control, Control Through Return on Investment 5.4 Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices 5.5 The Use of Computer for Controlling and Decision Making, 5.6 The Challenges Created by IT as a Control Tool		

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	5. 7 Cross cultural issues in management-Diversity and the new work force. 5. 8 New ways of managing the workforce-Neuro managing, 5. 9 Globalization and its complexity 5. 10 Service economy, Management communication and technology, 5. 11 Knowledge management and knowledge economy.
Suggested Readings:	1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India 2. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective 3. P. Subba Rao, Principles of Management, Himalaya Publishing 4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill 5. K. Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001. 6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers 7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER I

Subject Name	MANAGERIAL ECONOMICS	Subject Code	MHA-102
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Subject Nature: DISCIPLINE SPECIFIC CORE COURSE (THEORY)

Course Objective:

- The course aims to develop a fundamental understanding of economic principles, including micro and macroeconomics, and their role in decision-making.
- It enables students to analyze demand, supply, production, cost, and market structures.
- The course also builds the ability to evaluate economic behavior and business environments.
- Additionally, it introduces international trade concepts and their impact on the economy.

Learning Outcome:

At the end of the course learners will be able to;

1. Interpolate various managerial skills, roles, functions and levels.
2. Acquire the knowledge of Management Process, theories and structure.
3. Engage in management functions: Planning, organizing, staffing, directing and controlling.
4. Explore role of IT in management functioning.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction to Economics	Definition, Nature and Scope of Economics. Micro and Macro Economics, Role of Economics in Decision Making.
Unit-II Demand Analysis and Supply Analysis:	Meaning of Demand, Types of Demand, Law of demand, Determinants of Demand, Demand Function, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply..
Unit-III Production Analysis:	Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale.
Unit-IV Cost and Revenue Analysis:	Cost concepts, Elements of Cost, Relationship between Production and Cost, Average and Marginal cost curves, Relationship between average and marginal cost, Concept of revenue, Revenue Curve, Relationship between average and marginal revenue,
Unit-V Market Structures:	Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market
Suggested Readings :	1. <i>Introductory Economics (Arthashastra Parichay)</i> – V.K. Puri & S.K. Misra, Himalaya Publishing House, Latest Edition (as per NEP syllabus) 2. <i>Principles of Economics</i> – H.L. Ahuja, S. Chand Publishing, Latest Revised Edition 3. <i>An Introduction to Microeconomics</i> – N.C. Ray, Macmillan India, Revised Edition 4. <i>An Introduction to Microeconomics</i> – A. Marimuthu & D. Bose, Himalaya Publishing House, Latest Edition 5. <i>An Introduction to Indian Economy</i> – Dr.Narendra Shukla & Dr. Nikita Shukla, SBPD Publications, Latest Edition

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INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	PROFESSIONAL COMMUNICATION	Subject Code	MHA-104
Subject Nature: DISCIPLINE SPECIFIC CORE COURSE (THEORY)			
Course Objective: ➤ Understand communication models, eliminate barriers, and leverage modern digital tools in healthcare/business management. ➤ Gain proficiency in public speaking, conducting interviews, managing meetings (agendas/minutes), and healthcare counseling. ➤ Analyze how perception, attitude, and personality impact organizational behavior and team dynamics.			
Learning Outcome: At the end of the course learners will be able to; 1. Identify and eliminate communication hurdles like semantic distortion, poor listening, and organizational rumors. 2. Successfully deliver public presentations, conduct professional interviews, and manage meeting agendas/minutes. 3. Utilize principles of psychology (perception, attitude, and personality) to manage human behavior and counsel individuals effectively.			
Examination scheme: • The faculty member will award internal marks out of 30 based on two assessments of 20 marks each. • The end semester examination will be worth 70 marks having theory and cases/practical problems.			
Course Contents			
Unit-I Fundamentals of Communication	Concepts & Process: Definition, objectives, types (verbal, non-verbal), and models of Managerial Communication: Role of communication in hospital management and business. Barriers: Identifying and overcoming barriers such as semantic distortion, poor listening, distrust, and fear.		
Unit-II Channels, Types and Forms of Communication	Types of communication, communication Network, Techniques of Oral Presentations, Communication approaches during Interviews, Public speaking—understanding the composition process, Defining the purpose, Analyzing the Audience, Establishing the main idea, Selecting the appropriate Channel and Medium, Meeting Etiquettes. Counseling as a communication approach.		
Unit-III Oral Communication and Interpersonal Skills & Techniques	Principles of effective speech, listening, and feedback. Meetings & Groups: Conducting meetings, preparing agendas, taking minutes, and managing group discussions. Professional Interactions: Interviews, face-to-face conversations, and counseling in healthcare settings.		
Unit-IV Understanding Human Behavior in Management	Concept, nature, process, importance of Perception, management and behavioral applications of perception. Attitude: Concept, process, and importance, Attitude measurement. Personality : Concept, nature, types and theories of personality shaping.		
Unit-V Organizational Communication Networks	Formal vs. informal channels, upward/downward communication. The Grapevine: Managing organizational rumors and grapevine communication. Technology in Communication: Use of LAN/WAN, internet, video conferencing, and teleconferences.		
Suggested Readings:	1. Professional Communication by Aruna Koneru 2. Basic Communication Skills for Technology by Andrea J. Rutherford 3. Organizational Behavior by S.P. Robbins 4. William V. Ruch, Business Communication, Maxwell Macmillan, New York. 5. Bill Scott, Skills of Communication, Jaico, Bombay.		

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NSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER I

Subject Name	COMPUTER APPLICATION IN HEALTHCARE	Subject Code	MHA-105
Subject Nature	Discipline Specific Core Courses (Theory & Practical)		

Course Objective:

- To provide students with knowledge of computer systems, healthcare information technologies, and their applications in hospital and healthcare management.
- To develop skills in the use of healthcare software, data management tools, and digital technologies for improving administrative efficiency and decision-making in healthcare organizations.

Learning Outcomes:

At the end of the course students should be able to:

1. Apply computer applications and healthcare information systems to manage hospital operations, patient records, and administrative functions effectively.
2. Analyze and utilize healthcare data through digital tools and software to support planning, monitoring, reporting, and decision-making in healthcare settings.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Fundamentals of Computers	1.1 Hardware & Software 1.2 Types of Software, Types of Operating System 1.3 Input / Output devices and storage system 1.4 Basic computer applications in hospitals and clinics 1.5 Role of IT in modern healthcare delivery
Unit-II Data Communication	2.1 Overview of Data and Information 2.2 Types of healthcare data (clinical, administrative & financial) 2.3 Data collection, storage and retrieval methods 2.4 Data Quality 2.5 Communication Medias, Communication modes, Switching Techniques
Unit-III Networking	3.1 Scope and Goals of Networks 3.2 Types of Networks 3.3 Client and Server Computing 3.4 Network Topology 3.5 MODEM, Gateways, Multiplexer, Bridges, Routers, Ethernet 3.6 Internet, Web Browser, Search Engine, Emails
Unit-IV Office Automation	4.1 Business documentation, digital documentation practices and reporting 4.2 Use of MS Office tools. 4.3 MS Word for documentation 4.4 MS Excel for Data analysis and reporting 4.5 PowerPoint for presentation 4.6 Use of AI tools
Unit-V Cyber Security, Ethics and Legal Aspects	5.1 Basics of cyber security 5.2 Data privacy and confidentiality 5.3 Ethical issues in healthcare IT 5.4 Legal frameworks and regulations (basic overview) 5.5 Risk management and data protection strategies
Suggested Readings:	1. Computer Fundamentals by P.K. Sinha OR local editions by Krishna Prakashan 2. Textbook of Computers for Health Professionals (Jaypee Publishers) 3. Office Automation Tools by local authors under Pragati Prakashan 4. Introduction to Healthcare IT - Mark Ciampa 5. Computer Fundamentals - P. K. Sinha & P. Sinha

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NSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER I			
Subject Name	FUNDAMENTALS OF ANATOMY, PHYSIOLOGY AND MEDICAL TERMINOLOGY	Subject Code	MHA-106
Subject Nature	Discipline Specific Core Courses (Theory & Practical)		
Course Objective: ➤ To understand the basic structure and function of human body ➤ To develop knowledge of anatomy, physiology and medical terminology. ➤ To enable effective use of medical terms in healthcare communication.			
Learning Outcomes: At the end of the course students should be able to: 1. Explain the structure and functions of major body system. 2. Identify and use common medical terminology correctly. 3. Apply basic anatomical and physiological concepts in healthcare practice.			
Examination scheme: • The faculty member will award internal marks out of 30 based on two assessments of 20 marks each. • The end semester examination will be worth 70 marks having theory and cases/practical problems.			
Note: One Case / case let to be discussed in each Unit			
Course Contents			
Unit-I Basics of general anatomy and medical terminology	1.1 Basic terms used for human body in general anatomy 1.2 Medical terminology- introduction and objective 1.3 Prefix-definition, study with example 1.4 Suffix-definition, study with example 1.5 Root and stem words--definition, study with example		
Unit-II Musculoskeletal, Respiratory and Digestive System	2.1 Classification and attachment of various muscles 2.2 Respiratory- anatomy and physiology of lungs 2.3 Digestive system- anatomy and physiology of digestive tract; digestive juices and enzymes		
Unit-III Circulatory and Lymphatic system	3.1 Circulatory system- functioning of heart; blood flow; important blood vessels 3.2 Lymphatic drainage system; principles, and drainage		
Unit-IV Excretory system	4.1 Basic anatomy of urinary system 4.2 Physiology of urine formation and excretion		
Unit-V Sensory and endocrine system	5.1 Basic anatomy of sense organs 5.2 List all the glands of endocrine system; anatomy and physiology of pituitary gland, thyroid and pancreas		
Reference books:	1. Human anatomy and physiology by Dr. Mahesh Sahu 2. Medical terminology by David Andersson		

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER I

Subject Name	VIVA VOCE (Soft Skills)	Subject Code	MHA-107
Subject Nature	Discipline Specific Core Courses (Theory & Practical)		

Course Objective:

- To develop effective communication, presentation, and interpersonal skills required for professional interactions in healthcare organizations.
- To enhance students' confidence, critical thinking, and ability to articulate knowledge and opinions during interviews, discussions, and viva voce examinations.

Learning Outcomes:

At the end of the course learners will be able to;

1. Demonstrate professional communication skills, including verbal expression, active listening, and appropriate body language in academic and healthcare settings.
2. Respond confidently and logically to questions, presenting ideas and knowledge clearly during viva voce examinations, interviews, and professional discussions.

Examination Scheme: End Semester Exam is of External Only of 100 marks.

Distribution of 100 marks will be as follows-

Course Contents

Soft skills, Communication skills, Listening skills, public speaking, presentation skills, Group Discussion, Personal Interviews, Team building, team work, Leadership and decision making, conflict management, Workplace relationships, workplace ethics, role play, case study

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER II

Subject Name

Healthcare Marketing and Public Relation

Subject Code

MHA-201

Subject Nature: Discipline Specific Core Course (Theory)

Objective:

- Introduce the core concepts, scope, and unique challenges of marketing within healthcare organizations.
- Teach methods for market segmentation, targeting, positioning (STP), and understanding patient (consumer) buying decisions.
- Equip students with knowledge of the 7Ps of service marketing, public relations, and quality assurance standards in hospitals.

Learning Outcomes:

At the end of the course students should be able to;

1. Develop Strategies: Apply the Service Marketing Mix (7Ps) and Product Life Cycle (PLC) concepts to design effective healthcare marketing plans.
2. Forecast Demand: Segment markets and accurately measure or forecast demand for various healthcare services.
3. Manage PR & Quality: Implement public relations strategies and maintain healthcare quality control and compliance standards.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction to Healthcare Marketing:	Market – meaning, types and forms, Healthcare (Hospital Care) – meaning and scope, Marketing – definition, characteristics, objectives, importance, Functions and scope of marketing, Distinction between marketing and selling, Importance of marketing in healthcare organizations, Challenges in healthcare marketing, Product Life Cycle (PLC) in healthcare services, Marketing organization – structure, staffing and role of consultants.
Unit-II Market Analysis and Consumer Behavior	Market analysis – individual and organizational markets, Measurement and forecasting of demand, Market segmentation, targeting and positioning (STP), Steps in segmentation and target marketing, Consumer buying behavior and decision process, Organizational buyer behavior, Consumer adoption process in healthcare services.
Unit-III Services Marketing and Marketing Mix	Services – meaning, types, importance and growth of service sector, Characteristics of services marketing, Marketing mix and extended services marketing mix (7Ps), Product/service decisions – service mix, service life cycle, new service development, Pricing decisions – objectives, methods and strategies, Place decisions – distribution channels and referral system.
Unit-IV Promotion decisions & Quality in Healthcare Marketing	Promotion decisions – advertising, publicity, sales promotion and personal selling, Marketing strategies – portfolio, expansion and competitive positioning; Social marketing, Quality- meaning and principles, quality in healthcare services, quality control and assurance, guidelines and standards in healthcare quality.
Unit-V Public Relations	Public relations – meaning, importance and classification of publics, Public relations process – identification of publics, image analysis, goal setting, strategy development, implementation and evaluation of public relations effectiveness, Role of communication in healthcare marketing, Role of public relations officer.
Suggested Readings:	1. Marketing Management (Pearson Education, 2016) 2. Health Care Marketing (Wiley India, 2011) 3. Services Marketing (McGraw Hill, 2018) 4. Principles of Marketing (Pearson Education, 2017) 5. Hospital Administration and Management (Deep & Deep Publications, 2010)

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| | <ol style="list-style-type: none">6. Public Relations (Himalaya Publishing House, 2010)7. Strategic Marketing for Health Care Organizations (Jossey-Bass, 2008)8. Marketing of Services (Vikas Publishing House, 2012) |
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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER II

Subject Name	MATERIAL & EQUIPMENT MANAGEMENT	Subject Code	MHA-202
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Subject Nature: Discipline Specific Core Course(Theory)

Objective:

- To acquaint the HA student with the day today working environment in respect to material of hospitals.
- To expose the students to the different material and equipment of hospital Sector, the roles they have to perform for those functions, and the knowledge and skills required therein.
- To provide the necessary foundation for all other courses based on material management practices across the world

Learning Outcomes:

At the end of the course students should be able to;

1. Be familiarized with the hospital's administrative services in respect to management of material and equipment.
2. Visualize his/her role in material management in respect to the different department providing the material and equipment management services and explain how market differs according to level and whether a manager is a line manager or an enabling role.
3. Describe and attain various level of skills in the Hospital material management and all the process related to it.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction	1.1 Definition, scope and significance of Material Management 1.2 Goals & Objective of Material Management 1.3 Functions of Material Management 1.4 Roles of material manager in Healthcare 1.5 Types of Materials: Consumables, Non-consumables, Equipment 1.6 Material Flow Cycle in hospitals 1.7 Role in cost reduction and efficiency
Unit-II Purchasing and Procurement Management	2.1 Objectives, Policies, Principles of Purchasing and Procurement 2.2 Vendor Selection and Evaluation 2.3 Purchasing Process, Documentation, and Purchase Cycle. 2.4 Make-or-buy decision, Centralized purchasing, Tendering process and contract & rate contract management 2.5 Negotiation and ethical issues in purchasing
Unit-III Inventory & Store Management and Control	3.1 Concepts and Types of Inventory 3.2 Classification of Inventory / Inventory Control Techniques – ABC, VED, FSN Analysis 3.3 Inventory Control – EOQ, Stock Levels, Safety Stocks, Reorder Level, Lead Time, LIFO, FIFO 3.4 Store and Warehouse Management – Functions, Principles, Layouts, Storekeeping, Codification, 3.5 Issue and receipt procedure
Unit-IV Logistics and Supply Chain Management	4.1 Concept of logistics and supply chain 4.2 Transportation and distribution management 4.3 Supply Chain Integration 4.4 Just-in-Time (JIT) and Lean System 4.5 Emerging Trends in Material Management

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Unit-V Equipment Management-	5.1 Equipment Management - Meaning, Scope and significance 5.3 Planning and Selection of hospital equipment 5.3 Installation, Calibration, and Commissioning 5.4 Maintenance Management (Preventive and Breakdown) 5.5 Equipment Life Cycle Management 5.6 Biomedical waste related to equipment
Suggested Readings:	1. Hem Chandra, C.P. Barthwal & K. Jamaluddin –Material Management & Inventory Control 2. K.S. Menon-Purchasing & Inventory Control 3. A.K. Dutta- Material Management 4. Shakti Gupta & Sunil Kant- Hospital Stores Management: An Integrated Approach 5. Hem Chandra -Hospital Equipment Management

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M.B.A. (Hospital Administration) SEMESTER II

Subject Name	MANAGEMENT ACCOUNTING	Subject Code	MHA-203
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- Familiarize students with the principles, tools, and techniques of management accounting, distinguishing it clearly from financial and cost accounting.
- Equip students with the ability to analyze and interpret financial statements using ratios, trends, and flow statements (cash/fund).
- Enable students to understand and apply budgeting, marginal costing, and variance analysis for effective business decision-making and performance evaluation.

Learning Outcomes:

At the end of the course students should be able to;

1. Analyze Financial Statements: Evaluate a company's financial health by preparing and interpreting comparative statements, common-size statements, and financial ratios.
2. Formulate Budgets: Create and manage functional budgets (such as sales, cash, and flexible budgets) and apply techniques like Zero-Based Budgeting.
3. Support Decision-Making: Use Marginal Costing, Cost-Volume-Profit (CVP) analysis, and Variance Analysis to calculate break-even points and identify cost discrepancies to guide management decisions.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Fundamentals of Management Accounting	Fundamentals of Accounting - evolution, significance, accounting principles, concepts & conventions, GAAP, Management Accounting: Scope, Functions, Objectives, Management Accounting vs Financial Accounting, Management Accounting vs Cost Accounting, Tools and techniques of Management Accounting & limitations.
Unit-II Analysis of financial statements	Analysis and interpretation of financial statements comparative statements, common size statement, cash flow statement, Fund Flow statement and trend analysis. Ratio analysis.
Unit-III Budget and budgetary Control	Budget and budgetary control – Objectives, Advantages and limitations Production budget – Sales budget- Cash budget and Flexible budget, Zero Based Budgeting.
Unit-IV Marginal costing and cost volume profit analysis	Marginal costing - Distinction between absorption costing and marginal costing Cost volume profit (CVP) Analysis- Break Even Analysis- Margin of safety.
Unit-V Variance analysis and Responsibility Accounting	Standard costing and Variance Analysis , Responsibility Accounting, Target Costing, Life Cycle Costing, Transfer Pricing& Management Reporting System.
Suggested Readings	1. Management Accounting – My Khan & P K Jain. Tata Mcgraw hill. 2. Management Accounting – Pareshshaw – Oxford University Press. 3. Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill. 4. Management Accounting – Dr. S.N. Maheshwari&Dr. S.K. Maheshwari, Vikas Publishing House, Latest Revised Edition 5. Management Accounting – M.N. Arora, Himalaya Publishing House, Latest Edition 6. Management Accounting – Dr.JawaharLal, S. Chand Publishing, Latest Revised Edition

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INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER II			
Subject Name	HUMAN RESOURCES MANAGEMENT	Subject Code	MHA-204
Subject Nature: Discipline Specific Core Course (Theory)			
Course Objective: ➤ To understand and appreciate the importance of the human resources and other resources of the organisation ➤ To familiarize the students with methods and techniques of HRM ➤ To equip them with the application of the HRM tools in real world business situations.			
Learning Outcomes: At the end of the course students should be able to; 1. Evaluate how HR structures, government roles, and global environments (including MNCs) impact organizational strategy. 2. Design and manage core HR interventions, such as performance appraisals, training and development programs, and structured career pathways like promotions or transfers. 3. Apply regulatory frameworks from governing laws (like the Minimum Wages Act and Provident Fund Act) to ensure legal compliance in corporate compensation and benefits administration.			
Examination scheme: • The faculty member will award internal marks out of 30 based on two assessments of 20 marks each. • The end semester examination will be worth 70 marks having theory and cases/practical problems.			
Course Contents			
Unit-I Human Resources Management	Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department – HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.		
Unit-II Recruitment and Selection	Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring, Job Description, & specification.		
Unit-III Training and Development Methods	Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.		
Unit-IV Job Enrichment	Promotion, transfer, separation: promotion- purpose, principles and types. Transfer: reasons, principles and types. Separation: lay-off, resignation, dismissal, retrenchment. Job enrichment, job enlargement, job rotation. Collective bargaining & grievance handling.		
Unit-V Governing Laws	Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act 1965.		
Suggested Readings: (Latest Editions)	Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill, New Delhi,, Aswathappa, HUMAN RESOURCE MANGEMENT, Tata McGraw Hill, New Delhi, 2010 Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009 Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, New Delhi, 2007 Pravin Durai, HUMAN RESOURCE MANGEMENT, Pearson, New Delhi, 2010 Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, Cengage, New Delhi, 2010		

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M.B.A. (Hospital Administration) SEMESTER II

Subject Name	HOSPITAL OPERATIONS-CLINICAL SERVICES	Subject Code	MHA-205
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To acquaint the HA student with the day to day working and the working environment of hospitals.
- To expose the students to the different functions performed by managers' hospital Sector, the roles they have to perform for those functions, and the knowledge and skills required therein.
- To provide the necessary foundation for all other courses based on management practices across the world.

Learning Outcomes:

At the end of the course students should be able to;

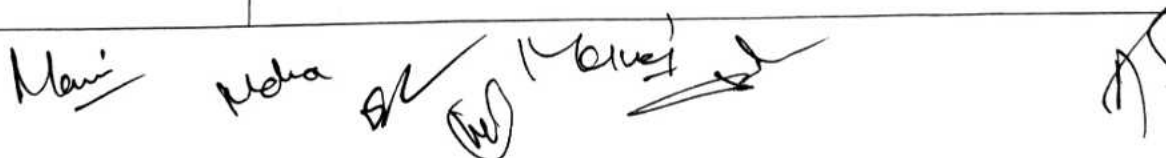
1. Be familiarized with the hospital's clinical services which are one of the key issues in hospital administration.
2. Visualise his/her role in organizing and operating the different department providing the clinical services and explain how management differs according to level and whether a manager is a line manager or an enabling role.
3. Describe and attain various levels of skills in the Hospital Management Processes.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction to clinical services	1.1 Meaning, scope and significance of Clinical and Para Clinical Services 1.2 Intra-departmental organization and interdepartmental communication 1.3 Hierarchy and administrative profiles 1.4 Role of Hospital Administrator in managing clinical services 1.5 Patient safety indicators and biomedical waste management 1.6 Hospital infection control practices 1.7 Application of service quality and legal affairs
Unit-II OPD Management	2.1 Functions of OPD and role of administrator 2.2 Admission, discharge and referral patient management 2.3 Layout arrangement and patient flow 2.4 Manpower planning and scheduling 2.5 Equipment/device management 2.6 Standard Operating Procedures in OPD 2.7 Patient counselling and communication skills 2.8 Digital registration and appointment systems 2.9 MLC handling and grievance management
Unit-III IPD and WARD management	3.1 Ward management and inpatient services 3.2 Admission/discharge procedures 3.3 Intramural and intermural patient transfer 3.4 Nursing services and ward coordination 3.5 Patient and staff feedback system 3.6 Hospital acquired infection prevention 3.7 Documentation and electronic medical records



Unit-IV Financial forecasting	4.1 Emergency department management 4.2 Triage system and disaster preparedness 4.3 Emergency manpower planning 4.4 Emergency SOPs and NABH standards 4.5 Critical care coordination 4.6 Handling medico-legal cases and trauma patients 4.7 Patient grievance and feedback system
Unit-V Operation theatre and ICU services	5.1 OT zoning and sterilization process 5.2 ICU, CCU, MICU and SICU concepts 5.3 Equipment and biomedical maintenance 5.4 Patient transfer protocols 5.5 Specific nursing services in OT/ICU 5.6 Biomedical waste disposal in critical areas 5.7 Infection prevention and quality indicators 5.8 Administrator's role in OT and ICU management
Suggested Readings :	1. B.M. Sakharkar, Principles of Hospital Administration and Planning 2. Kunders Hospital planning & Hospital Management 3. Hospital operation (Clinical service) by S. Porkodi, 4. Hospital operations-(Support services) Sangeetha Natarajan, Parshva publications, Sonipat (Haryana)

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INSTITUTE OF BUSINESS STUDIES**M.B.A. (Hospital Administration) SEMESTER II**

Subject Name	HOSPITAL PLANNING & MAINTENANCE	Subject Code	MHA-206
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Subject Nature: Discipline Specific Core Course (Theory)**Course Objective:**

- To acquaint the HA student with the day to day working and the working administrative environment of hospitals.
- To expose the student to the different planning functions performed by managers in hospital Sector, the role they have to perform for those functions, and the knowledge and skills required therein.
- To provide the necessary foundation for all other courses based on management practices across the world.

Learning Outcomes:

At the end of the course students should be able to;

1. Be familiarized with the hospital's administrative services which are one of the key issues in hospital functioning.
2. Visualise his/her role in planning, organizing and operating the different department providing the administrative services and explain how management differs according to level and whether a manager is a line manager or an enabling role.
3. Describe and attain various level of skills in the Hospital planning and administrative processes.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction of Maintenance	1.1 Definition and overview of hospitals 1.2 History and evolution of hospitals 1.3 Types and functions of hospitals 1.4 Changing role of hospitals in healthcare delivery 1.5 Public-private partnership in healthcare 1.6 Unique characteristics of healthcare services
Unit-II Hospital Administration	2.1 Meaning, scope and concept of administration. 2.2 Role and functions of hospital administrator 2.3 Hospital administration as a profession 2.4 Medical vs non-medical administration 2.5 Leadership and communication skills 2.6 Technological advancement and HIS 2.7 Quality assurance and accreditation basics
Unit-III Hospital Planning	3.1 Meaning, objectives and principles of planning 3.2 Types and rationale of hospital planning 3.3 Hospital site selection and feasibility analysis 3.4 Demand forecasting and catchment area analysis 3.5 Green hospital concept and sustainable infrastructure 3.6 Planning of utilities and support services
Unit-IV Phases in Hospital Planning and Hospital Engineering Grid	4.1 Steps and process in hospital planning 4.2 Architect brief and modular grid 4.3 Tendering and contract preparation 4.4 Hospital engineering services and functions 4.5 Costing in hospital construction 4.6 Project administration tools and techniques 4.7 Expansion planning for hospitals

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	4.6 Smart hospitals and future healthcare infrastructure
Unit-V Hospital maintenance planning	5.1 Objectives and scope of hospital maintenance 5.2 Role of maintenance department in hospitals 5.3 Preventive Maintenance, Corrective/Breakdown Maintenance, Predictive Maintenance, Routine Maintenance, Emergency Maintenance 5.4 Maintenance of Building, Electrical systems, Water supply and plumbing, HVAC (Heating, Ventilation, and Air Conditioning), Lighting and power backup systems, Fire safety systems, Biomedical Equipment 5.5 Maintenance planning and scheduling, Work order system, Maintenance records and documentation 5.6 Infection control considerations during maintenance activities, Occupational health and safety measures, Regulatory standards and accreditation requirements
Suggested Readings :	1. B.M. Sakharkar, Principles of Hospital Administration and Planning 2. Kundurs Hospital planning & Hospital Management 3. Park-Tet Book of Preventive & Social Medicine 4. K. Jamaluddin, Mohd. Muzammil & Hem Chandra-Economics of Health in India 5. S.R. Taneja-National Health Policy & Programmes

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M.B.A. (Hospital Administration) SEMESTER II

Subject Name	Viva Voce (Comprehensive)	Subject Code	MHA-207
Subject Nature	Discipline Specific Core Courses (Theory & Practical)		

Course Objective:

- The objective of the course is to create environment in which a candidate may learn and able to express the subject knowledge of the entire academic year.
- To develop the proper understanding of subjects theoretically as well as practically.

Learning Outcomes:

At the end of the course learners will be able to;

1. Reflect Basic knowledge and possible solutions of the practical use of the subjects of this course.

Examination Scheme: End Semester Exam is of External Only of 100 marks.

Distribution of 100 marks will be as follows-

Course Contents

Comprehensive Knowledge of both the semester (Semester I and Semester II) of First year.

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M.B.A. (Hospital Administration) between IInd and IIIrd Semester

Subject Name	Summer Training	Subject Code	-
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Summer Training :

A student has to undergone on-site hospital training in a reputed organization (Hospital / Healthcare organization) for the duration of 4-6 week after the completion of Semester-2 and before the commencement of semester-3. A student has to submit the training letter to the Institute / department from the organization in which he / she is going to do training, before starting the training. After successful completion of training, a student has to submit a verified attendance from the organization, training completion certificate and report in the institute within 45 days of completion of the training.

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M.B.A. (Hospital Administration) SEMESTER III

Subject Name	FINANCIAL MANAGEMENT IN HOSPITAL	Subject Code	MHA-301
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

Learning Outcomes:

At the end of the course students should be able to;

1. Understand concept, objectives and importance of financial management in healthcare organisations and hospital administration.
2. Knowledge of budgeting, financial planning, Capital management, financial analysis and cost control techniques use in healthcare institutions.
3. Apply financial management for effective decision making, resources utilisation and improving the financial performance and sustainability of healthcare.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction to Financial Management	Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital and Cost of Retained Earnings – Combined Cost of Capital.
Unit-II Capital Budgeting	Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.
Unit-III Operating and Financial Leverage	Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.
Unit-IV Dividend Policies	Issues in Dividend Decisions, Walter's Model – Gordon's Model, M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy.
Unit-V Management of Working Capital	Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital
Suggested Readings	1. Financial Management – I. M. Pandey, Pearson Education, 13th Edition (latest revised) 2. Financial Management - Dr. Sneha Tyagi, Laxmi Publications, Latest Edition (2023) 3. Financial Management BBA – Shashi K. Gupta, R.K. Sharma & Anuj Gupta, S. Chand Publishing, Latest Edition

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INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER III			
Subject Name	CORPORATE GOVERNANCE IN HEALTHCARE		Subject Code
Subject Nature: Discipline Specific Core Course (Theory)			MHA-302
Course Objective: ➤ To introduce students to the framework and significance of corporate governance in business organizations. ➤ To create awareness about ethical practices, corporate responsibility, and compliance with governance standards. ➤ To enhance understanding of decision-making processes that support accountability and long-term organizational growth.			
Learning Outcomes: At the end of the course students should be able to; 1. Explain the role and relevance of corporate governance in improving organizational performance and credibility. 2. Examine ethical issues, regulatory requirements, and responsibilities of management towards stakeholders. 3. Demonstrate the ability to use governance practices for maintaining transparency, fairness, and responsible corporate behavior.			
Examination scheme: • The faculty member will award internal marks out of 30 based on two assessments of 20 marks each. • The end semester examination will be worth 70 marks having theory and cases/practical problems.			
Course Contents			
Unit-I Basics of Corporate Governance	Foundations of Corporate Governance: Meaning, Definition & Importance of Corporate Governance, Issues in Corporate Governance, Need of Corporate Governance Code, Code of Corporate Practices, Role of Board of Directors (BOD).		
Unit-II Values and Ethical Foundations in Business	Values and Ethical Foundations in Business: Concept of Values in Business, Indian Value System, Business Ethics and Moral Values, Teachings from Scriptures: Bhagavad Gita, Ramayana, Bible & Quran.		
Unit-III Business Ethics & Legal framework of Corporate Governance	Business Ethics: Ethics in Capitalism & Market Systems, Ethical Theories: Utilitarianism, Deontology, Virtue Ethics, Ethics & Social Responsibility. Legal Framework: Corporate Governance Systems Worldwide, Corporate Disclosure & Investor Protection in India, Ethics in: Marketing, Finance, Human Resource, Information Technology.		
Unit-IV Corporate Strategy and Governance Practices	Corporate Strategy and Governance Practices: Corporate Strategy: Meaning, Types & Importance, Global Industrial Competition & Changing Business Environment, Role of Information Technology in Corporate Governance, Competitive Strategy: Cost Leadership, Differentiation, Focus strategy.		
Unit-V Corporate Governance in Healthcare	Unique characteristics of healthcare organizations Governance challenges in healthcare institutions Role of governance in quality improvement and patient safety Stakeholder participation in healthcare governance Corporate social responsibility (CSR) in healthcare Clinical governance and professional accountability		
Suggested Reading:	1) Managing for Value (New Age International Publishers, 2002) 2) Business Ethics (Tata McGraw Hill, 2007) 3) Business Ethics and Managerial Values (Deep & Deep Publications Pvt. Ltd., 2000) 4) Business Ethics: Concepts and Cases (Prentice Hall, 6th Edition) 5) Corporate Governance, Economic Reforms and Development (Oxford University Press)		

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| | <ul style="list-style-type: none">6) Corporate Governance & Business Ethics (McMillan Publications)7) Corporate Governance (Oxford University Press, 2019)8) Strategic Management and Business Policy (McGraw Hill) |
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M.B.A. (Hospital Administration) SEMESTER III

Subject Name	Wages-Salary Administration in Healthcare & Health Insurance	Subject Code	MHA-303
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To provide knowledge of insurance systems, compensation management, and salary administration practices in healthcare organizations.
- To develop understanding of health insurance policies, wage structures, payroll procedures, employee benefits, and compensation techniques.
- To enhance managerial skills for effective financial planning, employee remuneration, and insurance administration in hospitals and healthcare institutions.

Learning Outcomes:

1. To minimize labour turnover due to pay disparity in high-stress healthcare environments.
2. To resolve labour disputes regarding compensation and benefits fairly.
3. To understand how globalization affects hospital industry wage trends

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks-each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Foundations of Compensation Management in Healthcare	Foundations of Compensation in Healthcare: Definitions& Goals, Wage vs. Salary, components of compensation (Basic, HRA, Allowances). Job Evaluation-Methods for determining the relative worth of hospital. Wage Surveys- Comparing healthcare pay with industry competitors to ensure market competitiveness.
Unit-II Wage Structure, Incentives and Payroll Administration	Wage Structure &Implementation: Salary Fixation- Principles of pay fixation, increments, and bonuses. Incentive Plans- Individual and group incentives. Merit-based Pay: Performance-linked salary structures .Payroll Administration: Defining payroll cycles and wage types.
Unit-III Employee Benefits, Insurance and Welfare Schemes	Benefit surveys. Retirement Benefits- Provident funds, gratuity, and pension schemes. Non-Financial Incentives- Perks, workplace amenities, and recognition programs.
Unit-IV Legal Framework of Wages and Emerging Trends and Challenges in Healthcare Compensation	Legal and Regulatory Framework: Minimum Wage Rate Act 1948- Compliance with mandatory minimum pay. Payment of Wages Act 1936- Rules regarding payment timelines and deductions. Payment of Bonus Act 1965-Regulations on employee bonuses. Prvident Fund Act 1952-Mandatory contribution Special Trends & Challenges: Cost Containment-Strategies to manage high labor costs in hospitals. Turnover Management-Using compensation to minimize labor turnover. Performance Appraisal Linkage- Aligning compensation with performance management systems.
Unit-V Health Insurance	Need and significance of health insurance, Growth of health insurance in India, Current trends in the health insurance sector Individual health insurance, Family floater plans, Group health insurance, Senior citizen health insurance, Critical illness insurance, Government-sponsored health insurance schemes Premium, sum insured, deductible, co-payment, Waiting period and exclusions , Cashless and reimbursement claims, Policy terms and conditions

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	Public and private health insurance companies, Role of Third-Party Administrators (TPAs), Role of Insurance Regulatory and Development Authority of India (IRDAI) Role of Health Insurance in Healthcare Management: Financial protection against healthcare costs, Access to Public and private health insurance companies, Role of Third-Party Administrators (TPAs), Role of Insurance Regulatory and Development Authority of India (IRDAI) Role of Health Insurance in Healthcare Management: Financial protection against healthcare costs, Access to healthcare services, Impact on hospitals, patients, and healthcare systems
Suggested Reading:	1. Hospital Administration And Human Resource Management ,Book by D. K. Sharma and R. C. Goyal 2. Compensation and Reward Management: Wage and Salary Administration and Benefits Book by R. C. Sharma and Sulabh Sharma 3. Handbook of wage and salary administration Book by Milton L. Rock 4. Hospital Management and Administration: Principles and Practice Including Law is a comprehensive textbook by B.V. Subrahmanyam

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M.B.A. (Hospital Administration) SEMESTER III

Subject Name	HOSPITAL INFORMATION SYSTEM	Subject Code	MHA-304
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To provide students with comprehensive knowledge of Hospital Information Systems and their role in improving hospital operations, patient care, and healthcare management.
- To develop students' understanding of the implementation, management, security, and evaluation of information systems used in healthcare organizations.

Learning Outcomes:

At the end of the course students should be able to;

1. Analyze the components, functions, and applications of Hospital Information Systems and their contribution to efficient healthcare service delivery.
2. Evaluate and utilize HIS modules, health information technologies, and data management practices for effective hospital administration and decision-making.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction	1.1 Concept, definition and role of MIS 1.2 Information as a strategic resource 1.3 Types of Information system (TPS, MIS, DSS, ESS) 1.4 Components of MIS and HIS 1.5 Evolution and Importance of HIS 1.6 Role of IT in hospital management
Unit-II Data and Information Management	2.1 Data Vs. Information 2.2 Data processing and data management (Collection, storage and retrieval) in HIS 2.3 Database design and data warehousing 2.4 Data mining, business intelligence, data accuracy, validation and reporting 2.5 Big Data concepts 2.6 Electronic Health Records (EHR) within HIS
Unit-III Implementation and Management of HIS	3.1 Planning and Selection of MIS & HIS 3.2 Steps in MIS / HIS implementation 3.3 Change management in hospitals 3.4 Training and user adoption 3.5 Challenges in MIS / HIS implementation
Unit-IV Enterprise Systems and Application	4.1 Enterprise Resource Planning (ERP) 4.2 Customer Relationship Management (CRM) 4.3 Clinical Modules (OPD, IPD, Nursing, Pharmacy, Laboratory, Radiology) 4.4 Administrative Modules (Registration, Billing, HR, Inventory) 4.5 SCM, Financial and Accounting Modules 4.6 Integration of different departments 4.7 E-commerce, digital business, BPO & Knowledge management system
Unit-V Security, Ethics and Emerging Trends	5.1 Data Security, Information System security and Privacy 5.2 Cybersecurity, threats and risk management 5.3 Ethical, Legal and social issues in MIS / HIS 5.4 IT governance and regulations, disaster recovery and backup system 5.5 Emerging Trends (AI, cloud computing, IoT, Blockchain)
Suggested Reading:	1. Hospital Information Systems: Concepts and Applications, Dr. R. D. Lele, Tata McGraw-

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Hill Education, New Delhi

2. Health Management Information Systems, Dr. M. W. Dronamraju and Dr. V. V. K. Prasad, Jaypee Brothers Medical Publishers, New Delhi

3. Management Information Systems, Dr. C. S. V. Murthy, Himalaya Publishing House, Mumbai

4. Management Information Systems: Text and Cases, Dr. W. S. Jawadekar, Tata McGraw-Hill Education, New Delhi

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER III

Subject Name

STATISTICS AND RESEARCH METHODOLOGY

Subject Code

MHA-305

Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- Understand the different basic concept/fundamentals of statistics.
- Understand the practical application of Descriptive and Inferential Statistics concepts and their uses.
- Understand the importance of coding, editing, tabulation and analysis in doing research.

Learning Outcomes:

At the end of the course students should be able to;

1. Using a range of descriptive measures of statistics in various field in Hospital management.
2. Highlight statistical relationships between variables in data sets and to predict values of strategic variables using regression and correlation analysis
3. Concept of probability and various probability distribution and its use in management decision making

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Descriptive Statistics	Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Inter-quartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis.
Unit-II Correlation & Regression Analysis	Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation and implantation in Industries.
Unit-III Probability Theory & Distribution	Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorm Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.
Unit-IV Introduction and Need of Business Research	Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data, challenges in data collection.
Unit-V Statistical Analysis & Reporting of Research Findings	Sampling: Sample enumeration and census enumeration, sampling techniques. Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram. Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test) Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

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Suggested Reading:

1. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing
2. Ken Black – Business Statistics, 5th ed., Wiley India
3. G C Beri – Business Statistics, 3rd ed, TATA Mc Graw Hill
4. Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson/Prentice Hall
5. Churchill, G.A., Marketing Research: Methodological Foundations, Dryden Press, New York.
6. Majumdar, R., Marketing Research: Text, Applications and Case Studies, Wiley Eastern Ltd., New Delhi.

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER III

Subject Name	HOSPITAL OPERATION: SUPPORTIVE SERVICES	Subject Code	MHA-306
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To provide understanding of supportive services and their role in effective hospital operations and patient care.
- To develop knowledge of management and coordination of services such as housekeeping, laundry, dietary, waste management, CSSD, and ambulance services.
- To enhance managerial skills for maintaining quality, safety, hygiene, and operational efficiency in healthcare institutions

Learning Outcomes:

At the end of the course students should be able to;

1. Explain the importance and functions of supportive services in hospital administration and healthcare delivery.
2. Analyze the management of various hospital supportive services for ensuring patient safety, cleanliness, and service quality.
3. Apply operational and managerial principles to improve efficiency and coordination of supportive services in healthcare organizations.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Introduction to Hospital Supportive Services	Introduction, Meaning of supportive services, scope and role; Medical record department including EMR, electric supply, water supply, medical gas supply and pipelines
Unit-II Hospital Engineering, HVAC and Housekeeping Services	HVAC System; Bio-medical engineering department with recent trend; laundry services; housekeeping department with latest technologies and appliances for cleaning walls and floor; SIO2 spray for glass cleaning
Unit-III Hospital Maintenance, Disaster Management and Safety Services	Mortuary and transportation services, maintenance of 300-500 bedded hospital; hospital administration during disaster; Engineering services and radiology hazards
Unit-IV Modern Supportive Services and Hospital Communication Systems	latest trends in supportive services; communication system in hospital; hospital engineering and maintenance; pharmacy services
Unit-V Cost Containment and Green Hospital Management	Cost containment; measures in hospital operation; studies on concept of green hospital; use of solar energy (fixed and movable)
Suggested Readings:	1. Hospital operation by Sangeeta Natrajan 2. Principles of hospital administration and planning by Jaypee Brother Medical publishers Pvt. Lt.

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M.B.A. (Hospital Administration) SEMESTER III

Subject Name	Viva Voce (Summer Training Project)	Subject Code	MHA-307
Subject Nature	Discipline Specific Core Courses (Theory & Practical)		

Course Objective:

- To provide practical exposure to students by applying theoretical knowledge in a real workplace environment and understanding organizational operations.
- To develop professional and technical skills such as communication, teamwork, problem-solving, and industry-specific competencies through hands-on experience.
- To enhance understanding of industry practices and work culture while improving confidence, discipline, and readiness for future career opportunities.

Learning Outcomes:

At the end of the course learners will be able to;

1. Students will be able to apply theoretical concepts and academic knowledge to real workplace situations and industry practices.
2. Students will enhance communication, teamwork, problem-solving, technical, and professional skills required in an organizational environment.
3. Students will gain exposure to organizational structure, work ethics, project execution, time management, and professional responsibilities in a real industry setting.

Examination Scheme: End Semester Exam is of External Only of 100 marks.

Distribution of 100 marks will be as follows-

Course Contents

Specific department study	Challenges Marked and solution provided	Attendance	Report Writing of On-Site Training	Presentation	VIVA VOCE	Total
20	20	10	20	10	20	100

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER IV

Subject Name	STRATEGIC MANAGEMENT IN HEALTHCARE	Subject Code	MHA-401
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- Understand the different basic concept/fundamentals of statistics.
- Understand the practical application of Descriptive and Inferential Statistics concepts and their uses.
- Understand the importance of coding, editing, tabulation and analysis in doing research.

Learning Outcomes:

At the end of the course students should be able to;

- Using a range of descriptive measures of statistics in various field in Hospital management.
- Highlight statistical relationships between variables in data sets and to predict values of strategic variables using regression and correlation analysis
- Concept of probability and various probability distribution and its use in management decision making

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Strategic Management Basics	Fundamentals of Strategy & Healthcare Context: Concept of Strategy & Strategic Management, Levels of Strategy (Corporate, Business, Functional), Approaches to Strategic Decision Making, Mission, Vision, Objectives & Goals (Hospital perspective), Strategic Business Units (SBU) in healthcare.
Unit-II Healthcare Environmental Analysis	Environmental Analysis in Healthcare: Business Environment & Its Components (Internal & External), Environmental Scanning (PESTLE in healthcare), Organizational Appraisal (Hospital performance analysis), Strategic Advantage Analysis & Diagnosis, SWOT Analysis (Hospitals & Healthcare organizations), BCG Matrix, Porter's Five Forces model.
Unit-III Strategy Formulation	Strategy Formulation in Healthcare: Strategy formulation process; Growth strategies – modernization (healthcare technology), diversification (multi-speciality services), integration (vertical and horizontal); Corporate strategies – mergers and acquisitions, joint ventures (public-private partnerships); Retrenchment strategies – turnaround, divestment, liquidation; Strategic choice – industry and competitor analysis, factors affecting strategic choice, Competitive strategies – cost leadership, differentiation, focus.
Unit-IV Functional Healthcare Strategies	Functional Strategies in Healthcare: Marketing Strategy (Healthcare services promotion, patient trust), Operations Strategy (Hospital operations, quality care, TQM), R&D Strategy (Medical innovation, new treatments), Human Resource Strategy (Doctors, nurses management, training), Financial Strategy (Hospital budgeting, cost control)
Unit-V Strategy Implementation & Evaluation	Strategy Implementation & Evaluation in Healthcare: Strategy Implementation Process, Relationship between Strategy Formulation & Implementation, Issues in Implementation (resistance, resource constraints), Resource Allocation in Healthcare, Strategy Evaluation: Strategic Control, Techniques of Evaluation (Balanced Scorecard, KPIs)
Suggested Readings:	1) Strategic Management and Healthcare (Health Administration Press, 2018) 2) Strategic Management of Healthcare Organizations (Cengage Learning, 2012) 3) Healthcare Strategy: Strategic Management in Healthcare Organizations (Jones & Bartlett Learning, 2017) 4) Strategic Management: Concepts and Cases (Pearson Education, 2017)

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| | <ul style="list-style-type: none">5) Strategic Management (McGraw Hill Education, 2016)6) Strategic Management and Business Policy (Pearson, 2018)7) Hospital Administration and Management (Deep & Deep Publications, 2010)8) Health Care Management (Health Administration Press, 2019) |
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M.B.A. (Hospital Administration) SEMESTER IV

Subject Name	HEALTHCARE QUALITY & WASTE MANAGEMENT	Subject Code	MHA-402
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To develop an understanding of healthcare quality principles, standards, accreditation requirements, and continuous quality improvement practices in hospitals.
- To equip students with knowledge and skills for effective biomedical waste management, environmental safety, and regulatory compliance in healthcare organizations.

Learning Outcomes:

At the end of the course students should be able to;

1. Analyze and apply healthcare quality management tools, performance indicators, and accreditation standards to improve patient care and organizational effectiveness.
2. Design and evaluate biomedical waste management systems that ensure legal compliance, infection control, environmental sustainability, and workplace safety in healthcare facilities.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Fundamentals of Quality	1.1 Definition, Concept and dimensions of Quality 1.2 Evolution of Quality Management 1.3 Importance of quality in hospital services 1.4 Quality Assurance Vs. Quality Control Vs. Quality Improvement 1.5 Cost of Quality 1.6 Role of Leadership in quality management
Unit-II Quality Planning and Control	2.1 Quality Planning process 2.2 Quality standards and specifications 2.3 Control Charts and Process capability 2.4 Quality Circles, Leadership, Quality Team, Task Force, Quality Council, Quality screening committee
Unit-III Quality Management Frameworks and Standards	3.1 Principles and scope of TQM 3.2 Continuous Quality Improvement (CQI) 3.3 Six Sigma and Lean Concepts (Basic overview) 3.4 National and International accreditation standards (ISO, NABH, JCI Basics) 3.5 Quality Indicators and benchmarking 3.6 Ethical issues in patient care and quality management 3.7 Documentation and standard operating procedures (SOPs)
Unit-IV Quality measurement and Improvement Tools	4.1 Tools for Quality Improvement (PDCA cycle, Audits, checklists) 4.2 Quality tools: Flow Charts, Cause & Effect Diagram, Pareto Diagram, Statistical Quality Control (SQC) 4.3 Key Performance Indicators (KPIs) in healthcare 4.4 Patient satisfaction surveys and feedback systems 4.5 Data collection and analysis for quality improvement 4.6 Clinical audits and performance measurement
Unit-V Waste Management	5.1 Introduction & Objectives to Hospital Waste Management 5.2 Types of Hospital Waste, Biomedical Waste Segregation 5.3 Steps in Hospital Waste Management, Methods of Waste Treatment and Disposal 5.4 Safety Measures in Hospital Waste Management

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	5.5 Biomedical Waste Management Rules (India) 5.6 Challenges and Importance of Hospital Waste Management
Suggested Readings:	1. Total Quality Management, Dr. S. K. Sharma, Sultan Chand & Sons, New Delhi 2. Total Quality Management: Text and Cases, Dr. Lakshmi Rajagopal, McGraw Hill Education (India), New Delhi 3. Hospital Administration and Management: A Comprehensive Guide (includes hospital quality management and accreditation), Dr. A. K. Agarwal, Jaypee Brothers Medical Publishers, New Delhi 4. Quality Assurance in Healthcare, Dr. Sunil Kant & Dr. A. K. Gupta, Jaypee Brothers Medical Publishers, New Delhi 5. Biomedical Waste Management and Healthcare Infection Control, Dr. Jagdish Chandra, CBS Publishers & Distributors Pvt. Ltd., New Delhi

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INSTITUTE OF BUSINESS STUDIES

M.B.A. (Hospital Administration) SEMESTER IV

Subject Name	Holistic Approach of Indian Knowledge system in Healthcare	Subject Code	MHA-403
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Subject Nature: Discipline Specific Core Course (Theory)

Course Objective:

- To facilitate the students with the concepts of Indian traditional knowledge and to make them understand the importance of roots of Indian Knowledge System.
- To make students acquaint with the facets of traditional knowledge & their relevance and help them be able to apply it to their day to day.

Learning Outcomes:

At the end of the course students should be able to;

1. Student will be able to gain insights into the concept of traditional knowledge and its relevance.
2. They will also be able to understand and connect up the basics of Indian traditional knowledge with modern perspective.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Indian Knowledge System: An Introduction,	Defining Indian Knowledge System. Importance of Ancient Knowledge, The IKS Corpus. Introduction to Traditional Knowledge: Concept & Definition, Nature, Scope and Importance of Traditional Knowledge. The Vedic Corpus: Introduction to Vedas, The Four Vedas. Philosophical System: Development and Unique Features. Bhagavad Gita
Unit-II Science, Engineering, Technology, Ayurveda in IKS	Mathematics: Unique Aspects of Indian Mathematics, Great Mathematicians and their Contributions. Astronomy: Unique Aspects of Indian Astronomy, Historical Developments of Astronomy in India. Engineering & Technology: Indian S&T Heritage, Metals and Metalworking Technology, Literary Sources for S&T, Ayurveda and Future of Ayurveda in India.
Unit-III Yoga & Wellness	Health, Yoga, Wellness & Psychology: Definition of Health, Emotional Intelligence, Yoga & its Relevance to Health & Wellness, Indian Approach to Psychology. Traditional Healthcare & Medicine System. Governance and Public Administration: Arthashastra, The Kautilyan State, The Administrative Set-up.
Unit-IV IKS and Indian Scholars, Indian Literature	Philosophy and Literature (Maharishi Vyas, Manu, Kanad, Pingala, Parasar, Banabhatta, Nagarjuna and Panini) 2.2 Mathematics and Astronomy (Aryabhatta, Mahaviracharya, Bodhayan, Bhashkaracharya, Varahamihira and Brahmgupta) 2.3 Medicine and Yoga (Charak, Susruta, Maharishi Patanjali and Dhanwantri) 2.4 Sahitya (Vedas, Upvedas, Upavedas (Ayurveda, Dhanurveda, Gandharvaveda) Puran and Upnishad) and shad darshan (Vedanta, Nyaya, Vaisheshik, Sankhya, Mimamsa, Yoga, Adhyatma and Meditation) 2.5 Shashtra (Nyaya, vyakarana, Krishi, Shilp, Vastu, Natya and Sangeet)
Unit-V Protection and Conservation of IKS	Protection, preservation, conservation and Management of Indian Knowledge System: Documentation and Preservation of IKS, Approaches for conservation and Management of nature and bio-resources, Approaches and strategies to protection and
Suggested Readings:	1) Introduction to Indian Knowledge System : A Textbook for UG Students as per NEP 2020. Rohitas Nitonde. Notion Press. 2024 2) Ancient Indian Knowledge: Implications To Education System. Boski Singh. LAP Lambert Academic Publishing. 2019. 3) Foundations of Bharatiya Knowledge System. Mukul Chandra Bora (Author), Prof.

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T.G. Sitharaman, Chairman (AICTE), Khanna Book Publishing, 2023

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INSTITUTE OF BUSINESS STUDIES			
M.B.A. (Hospital Administration) SEMESTER IV			
Subject Name	ENTREPRENEURSHIP, START-UPS & NEW TRENDS IN HEALTHCARE	Subject Code	MHA-404
Subject Nature: Discipline Specific Core Course (Theory)			
Course Objective:			
➤ To develop an understanding of entrepreneurship concepts, healthcare start-ups, innovation, and business opportunities in the healthcare sector. ➤ To familiarize students with emerging healthcare trends, digital health technologies, healthcare financing, and strategies for establishing and managing healthcare ventures.			
Learning Outcomes:			
1. Analyze entrepreneurial opportunities in healthcare and prepare basic business models or start-up plans for healthcare services and products. 2. Evaluate emerging trends and innovations in healthcare, such as telemedicine, artificial intelligence, digital health, and healthcare technology, for their application in healthcare organizations.			
Examination scheme:			
• The faculty member will award internal marks out of 30 based on two assessments of 20 marks each. • The end semester examination will be worth 70 marks having theory and cases/practical problems.			
Course Contents			
Unit-I Introduction to Entrepreneurship	Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs.		
Unit-II Theories of Entrepreneurship & Women Entrepreneurship	Innovative theory, Theory of Social change, Theory of model personality. Entrepreneurial Environment: Political, Technical, Social, Economic, Cultural and International. Nature, Definition Features, Indian perspective, Govt. Policy Support, Environment, Challenges & Strategies for women empowerment. Entrepreneurship Strategies & Policies		
Unit-III New venture Expansion Strategies	Sole Proprietorship, Partnership, Joint Stock co., Cooperative, Strategic Management in Small Business Enterprises: Strategies for Growth, Stability, Merger, Diversification, Acquisition, Joint Venture, New Frontiers of Entrepreneurship.		
Unit-IV Entrepreneurship Development and Government Initiatives	Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants		
Unit-V Start-up and Innovation in Healthcare	Meaning, characteristics, and importance of healthcare start-ups, Role of start-ups in improving healthcare access, quality, and affordability Types of healthcare start-ups: Clinical services, digital health, biotechnology, medical devices, health insurance, and wellness • Components of the healthcare innovation ecosystem • Role of incubators, accelerators, investors, and mentors • Government initiatives and support programs for healthcare innovation Emerging Innovations and Technologies in healthcare (Digital health, telemedicine, AI and Machine Learning in healthcare, Robotics, automation, and precision medicine, Mobile health (mHealth) applications		
Suggested Readings:	1) M.B. Shukla, Entrepreneurship & Small Business Management, Kitab Mahal 2) Poornima A. Charantimath, Entrepreneurship development Small Business		

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| | <ul style="list-style-type: none">3) Enterprises, Pearson Education India.4) Satish Taneja, Entrepreneur Development ", New Venture Creation.5) Robert D.H is rich, Michael P. Peters, " Entrepreneurship Development, Tata McGraw Hill edition |
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M.B.A. (Hospital Administration) SEMESTER IV

INSTITUTE OF BUSINESS STUDIES

Subject Name

Healthcare Laws & regulations for hospitals

Subject Nature: Discipline Specific Core Course (Theory)

Subject Code

MHA-405

Course Objective:

- To acquaint the students with existing and evolving laws, regulations, NABH standards, medico-legal responsibilities, and ethical guidelines regulating hospital administration in India. The course aims to develop legal awareness, quality assurance skills, patient safety understanding, and administrative competence among hospital administrators

Learning Outcomes:

1. At the end of the course, students will be able to understand licenses, certificate and regulations required for running hospital successfully.
2. They will also be able to understand various Laws and regulations related to hospital.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Course Contents

Unit-I Periodic Regulatory Requirements in Hospitals	• Licenses and certificates required for hospitals • Periodic reports and statutory returns for hospitals • Registration of births and deaths • Annual income tax and compliance records • Radiologist and ultrasonography registers under PNDDT Act • Biomedical waste management documentation • Fire safety and hospital disaster preparedness compliance • Laws and ethics: meaning, concepts, principles • Central Birth and Death Registration Act, 1969 • MTP Act, 1971 • Clinical documentation and medical record maintenance
Unit-II Medico-Legal and Ethical Aspects in Healthcare	• Transplantation of Human Organs Act, 1994 • Medical negligence and medico-legal cases • Euthanasia (mercy killing) • Professional misconduct and disciplinary actions • Laws pertaining to manufacture and sale of drugs • Drugs and Cosmetics Act, 1940 • Pharmacy Act, 1948 • Patient rights and informed consent • Consumer rights in healthcare services • Ethical issues in modern healthcare administration
Unit-III Hospital Acts and Clinical Establishment Laws	• M.P. Nursing Home Act, 1972 • Clinical Establishment Act, 2010 • Similar legislations in other states: • Nursing Home Registration Act, 1953 • Private Medical Care Establishments Rules, 2007 • Bombay Nursing Home Registration Act, 1949 • Chhattisgarh Nursing Home Rules, 2013 • NABH accreditation standards and hospital quality indicators • Legal framework for telemedicine practices • Hospital infection control policies and regulations

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Unit-IV Legal Liability and Consumer Protection	• Defenses available to hospitals and medical staff • Tortious liability and vicarious liability • Consumer Protection Act and legal remedies available to patients • Medical indemnity insurance • Documentation in medico-legal defense • Court procedures related to medical practice • Role of hospital administration in medico-legal risk reduction
Unit-V Specialized Hospital Regulatory Framework	• Legal implications related to establishment and maintenance of Blood Banks • PNDT Act and legal implications related to ultrasonography • BARC guidelines for radiology and radiodiagnostic units • Radiation safety and AERB regulations • Biomedical Waste Management Rules, 2016 • ICU and emergency service regulations • Legal aspects of digital health records and hospital information system.
Unit-VI Laws related to attendants of patients	• Importance of attendants in patient support and decision-making, Legal recognition of attendants in healthcare settings. • Rights of patients and their families, Principles of dignity, privacy, and informed consent. Landmark Supreme Court decisions relating to: • Patient rights and family involvement. • Informed consent and communication with attendants. • Access to medical information by authorized attendants. • End-of-life decisions and family participation. • Protection of attendants from arbitrary restrictions. • Right to receive relevant information regarding patient care, Role in consent and treatment decisions when legally authorized, Responsibilities regarding hospital rules, infection control, and patient safety, Confidentiality and privacy considerations. Attendant management policies in hospitals, Conflicts between attendants and healthcare providers, Violence against healthcare workers and legal consequences, Balancing patient autonomy, privacy, and family involvement, Grievance redressal mechanisms.
Suggested Readings:	1. Nelson Throne, Law & Ethics in Nursing & Health Care 2. Law and Medical Profession, Eastern Law Book Company 3. S.L. Goel, Hospital Administration and Management 4. Principles of Hospital Administration by Dr. B.M. Sakharkar

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INSTITUTE OF BUSINESS STUDIES

B.A. (Hospital Administration) SEMESTER IV

Subject Name	Viva Voce (Research Project)		
Subject Nature	Discipline Specific Core Courses (Project)	Subject Code	MHA-406

Course Objective:

- The research aims to study a particular topic in depth and understand its causes, effects, or relationships.
- The project seeks to gather accurate information through surveys, observations, experiments, or other methods for meaningful analysis.
- The research aims to develop findings that can help in decision-making, problem-solving, or further studies.

Learning Outcomes:

At the end of the course learners will be able to;

1. Students will be able to identify research problems, collect relevant data, and apply appropriate research methodologies for analysis.
2. Students will be able to interpret findings, evaluate information critically, and draw logical conclusions based on evidence.
3. Students will be able to prepare research reports and effectively present research outcomes through written and oral communication.

Examination Scheme: End Semester Exam is of External Only of 100 marks.

Distribution of 100 marks will be as follows-

Course Contents

Research Problem	Research Methodology	Challenges Marked and solution provided	Report Writing	Presentation	VIVA VOCE	Total
10	20	20	20	10	20	100

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M.B.A. (Hospital Administration) SEMESTER II

Subject Name	Outreach Activity	Subject Code	MHA-407
Subject Nature	Discipline Specific Core Courses (Theory & Practical)		

Course Objective:

- To provide students with practical exposure to community healthcare needs and healthcare delivery systems.
- To develop students' skills in health education, community engagement, and healthcare management through field-based activities.

Learning Outcomes:

At the end of the course learners will be able to;

1. Students will be able to assess community health issues and plan appropriate health promotion and awareness interventions.
2. Students will demonstrate effective communication, leadership, and organizational skills while coordinating healthcare outreach programs.

Examination Scheme: End Semester Exam is of External Only of 100 marks.

Distribution of 100 marks will be as follows-

Course Contents

Classification of Outreach Activity

Category	Outreach Activity	Learning Outcome
A. Community Health Awareness	Health education campaigns, awareness rallies, sanitation drives, disease prevention programs	Community engagement, communication skills
B. Hospital-Based Outreach	Patient counseling assistance, OPD support, patient satisfaction surveys, hospital help desk services	Patient relations, hospital operations understanding
C. Public Health Programs	Participation in immunization drives, maternal and child health programs, government health initiatives	Understanding public health systems
D. Screening & Health Camps	Organizing health camps, blood donation camps, NCD screening programs	Event management, healthcare logistics
E. Research & Survey Activities	Community health surveys, hospital utilization studies, patient feedback analysis	Data collection and analytical skills
F. Digital Health Outreach	Telehealth awareness, social media health campaigns, digital health literacy programs	Healthcare technology application

Student has to complete and submit either one of the following based on the above table:

- One Community Health Awareness Program
- One Health Screening/Medical Camp
- One Hospital-Based Patient Service Activity
- One Community Survey

Detailed Evaluation Scheme

Evaluation Parameter	Criteria	Marks
Attendance and Participation	Minimum 75% participation in assigned activities	20
Planning and Coordination	Initiative, teamwork, leadership, organization skills	20
Field Performance	Effectiveness during outreach activity	20
Report Submission	Quality of documentation, data analysis, recommendations	15
Presentation/Viva Voce	Understanding of activity outcomes and learning	15
Innovation and Impact	Creativity and measurable community impact	10
Total		100

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INSTITUTE OF BUSINESS STUDIES**M.B.A. (Hospital Administration) SEMESTER I**

Subject Name	ORGANIZATION BEHAVIOR	Subject Code	MHA-103
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Subject Nature: Discipline Specific Core Course (Theory)**Course Objective:**

- To grasp the core concepts, models, and global challenges of Organizational Behavior.
- To study group dynamics, personality types, and counterproductive behaviors in healthcare settings.
- To master effective decision-making, grievance handling, and conflict resolution techniques.
- To develop leadership skills, apply motivation theories, and implement stress and performance management.

Learning Outcomes:

At the end of the course students should be able to-

1. Evaluate group dynamics, individual personalities, and workplace behaviors within hospital settings.
2. Implement effective decision-making, grievance handling, and conflict resolution strategies.
3. Apply leadership principles and motivation theories to manage stress, appraisal, and organizational development.

Examination scheme:

- The faculty member will award internal marks out of 30 based on two assessments of 20 marks each.
- The end semester examination will be worth 70 marks having theory and cases/practical problems.

Note: One Case / case let to be discussed in each Unit**Course Contents**

Unit-I Introduction Organizational Behavior	1.1 The nature and functions of an organization 1.2 Meaning and systematic study of O.B 1.3 Contribution of behavioral sciences to O.B 1.4 Models of O.B 1.5 OB in a global perspective 1.6 Challenges and opportunities in OB
Unit-II Organizational Work Culture in hospitals	2.1 Work groups and group dynamics; 2.2 Counterproductive work behavior in hospitals; 2.3 Human personality 2.4 Types of Personality 2.5 Theories of Personality 2.6 Factors affecting Personality 2.7 Significance of Personality
Unit-III Organizational learning and development in hospitals	3.1 Decision making Process in hospitals; 3.2 Grievance Handling; 3.3 Organizational conflict in hospitals 3.4 360 degree feedback 3.5 Handling of Organizational conflicts 3.6 Factors affecting Organizational Conflicts 3.7 Significance of Conflicts in development of an organization.
Unit-IV Organisational Dimensions	4.1 Leadership, Meaning, Scope and Significance of leadership 4.2 Types of Leadership 4.3 Principles of Leadership 4.4 Factors affecting leadership 4.5 Motivation: Meaning, Scope and Significance of motivation 4.6 Types of motivation 4.7 Principles of motivation 4.8 Theories of motivation

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Job satisfaction and supervision in hospitals	5.1 Stress management 5.2 Performance appraisal in hospitals 5.3 Organizational Change 5.4 Organizational Development
Suggested Readings:	1. Organizational Behavior — Stephen P. Robbins & Timothy A. Judge — Pearson Education 2. Organisational Behaviour — K. Aswathappa — Himalaya Publishing House 3. Organizational Behavior — Fred Luthans — McGraw Hill Education 4. Organisational Behaviour — S. S. Khanka — S. Chand Publishing 5. Organizational Behaviour — Uma Sekaran — Tata McGraw Hill

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